



Draft  
**FINANCIAL PLAN**  
2025-2029

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Presented to Council fall 2024



**The City of Nanaimo is situated on the Traditional Territory of the Snuneymuxw First Nation.**

This budget document provides an overview of the 2025-2029 Financial Plan, including the City of Nanaimo's integrated planning process and 2025 budget.

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# 2025-2029 DRAFT FINANCIAL PLAN QUICK FACTS

## Budget Highlights

The 2025–2029 Draft Financial Plan (Financial Plan) invests in services and infrastructure to support a community that is now over 100,000 strong with more than \$4.8 billion (2021) worth of assets.

Departmental business plans and project plans incorporate actions from the Integrated Action Plan as the City continues to make progress towards achieving the five city goals identified in City Plan: Nanaimo ReImagined.

Support of the five goal areas includes:

### A Green Nanaimo – Resilient and Regenerative Ecosystems

- Climate action projects including Building Benchmarking, Cool It! Program, Community Environmental Sustainability Project Grant Program, EV Charging Infrastructure Rebate Programs, Home Energy Assessment Rebates and Home Retrofit Support Program.

### A Connected Nanaimo – Equitable Access & Mobility

- Investment in infrastructure to support a robust, multi-modal network including new transit shelters, secure bike parking, and pedestrian improvements such as pedestrian flashers, audible signals and new sidewalks.

### A Healthy Nanaimo – Community Wellbeing & Livability

- 20 new firefighters in support of the Fire Master Plan Implementation.
- Support for affordable housing including funding for supportive housing units at the former Travellers Lodge and annual contributions to the Housing Legacy Reserve Fund.
- Continued investment in the renewal and construction of new recreational amenities including new washroom facilities at Maffeo Sutton Park, a new Beban Outdoor Learning Centre and continued investment in the Stadium District.

### An Empowered Nanaimo – Reconciliation, Representation & Inclusion

- Investment in arts and culture including operating grants to support cultural venues such as the Port Theatre, the Nanaimo Museum, and the Nanaimo Art Gallery. Funding for culture operating grants, culture project grants and downtown event revitalization funding.
- Continued funding for events to recognize National Indigenous People Day and Truth and Reconciliation Day.

### A Prosperous Nanaimo – Thriving & Resilient Economy

- Funding for the Nanaimo Prosperity Corporation as they work to promote Nanaimo’s dynamic economy and investment prospects.
- Funding to support Tourism Nanaimo, the designated Destination Marketing Organization for the City as it shapes the City’s tourism landscape.

### 2025 Draft Property Tax Increase

General Asset Management Reserve	1.0%
General Property Tax Increase	7.7%
<b>Total Municipal Taxes</b>	<b>8.7%</b>

### 2025 Draft User Fee Increases

Sanitary Sewer User Fees	4.0%
Water User Fees	5.0%
Sanitation User Fees	5.7%

### Impact on a Typical Home

Tax Paid by Average Home Based on Average Home of \$783,808	2024	2025	\$ Change	% Change
Property Taxes	\$2,843	\$3,091	\$248	8.7%
Municipal User Fees				
Water Fees*	508	533	25	5.0%
Sewer Fees	165	172	7	4.0%
Sanitation Fees	228	241	13	5.7%
<b>Total Municipal Taxes &amp; User Fees</b>	<b>\$3,744</b>	<b>\$4,037</b>	<b>\$293</b>	

*Rounded to nearest dollar*

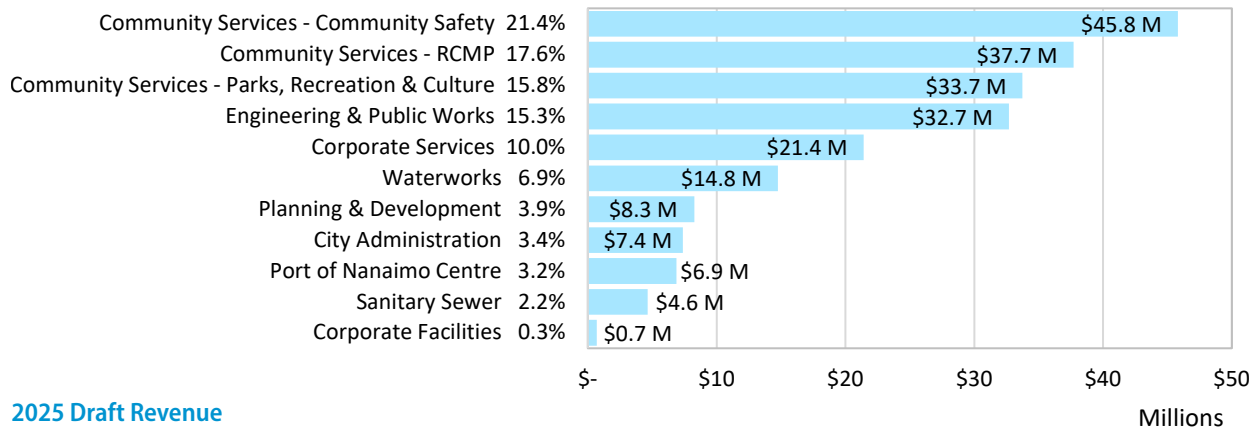
*Assumes a single family home with average Class 1 assessment change*

*\*Based on 3 year average seasonal usage*

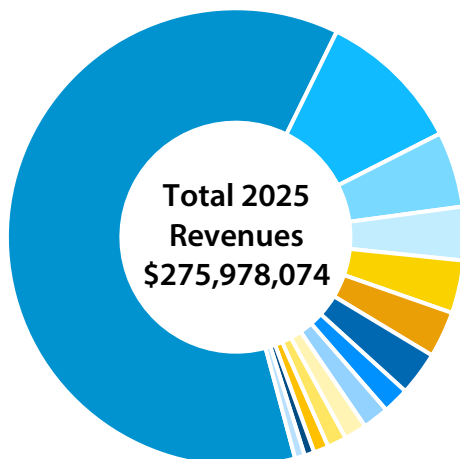
Based on a \$783,808 assessed value (average per BC Assessment for Nanaimo), the draft 2025 increase for property taxes and user fees on an average house with an average Class 1 assessment change is \$293. This excludes amounts collected for the Vancouver Island Regional Library (VIRL), the Regional District of Nanaimo (RDN), School District 68, Island Health, Municipal Finance Authority and BC Assessment.

### 2025 Draft Operating Budget

\$214.0 million will be spent for annual operating and maintenance resources that deliver day-to-day City services.



### 2025 Draft Revenue



- 61.4% Property Taxes
- 10.3% Water Revenues
- 5.3% Fees & Charges
- 3.8% Government Grants
- 3.7% Sewer Revenues
- 3.3% Sanitation Revenues
- 3.1% Investment Income
- 1.9% Development Cost Charges
- 1.8% Other Revenues
- 1.6% Grants in Lieu of Taxes
- 1.3% Provincial Government Revenue Sharing
- 1.1% Port of Nanaimo Centre
- 0.7% Private Contributions
- 0.7% Parking Revenues

\$276.0 million provides funding for the City's day-to-day operations, projects, contributions to reserves and the Vancouver Island Regional Library (VIRL). \$169.5 million (including parcel taxes) of funding is from property taxes excluding property taxes collected for the RDN, School District 68, and Hospital.

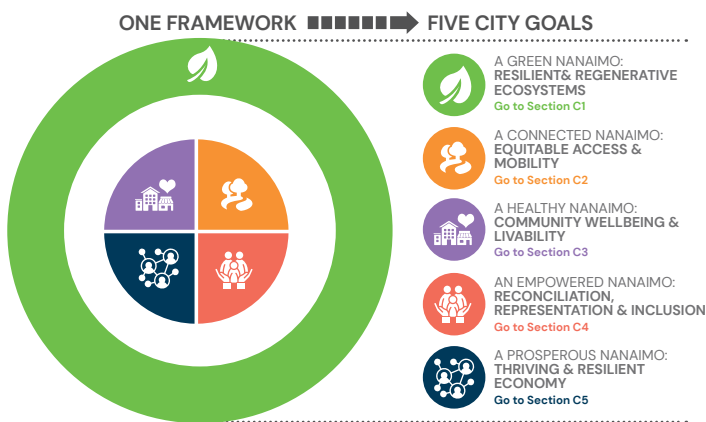
# FINANCIAL PLANNING FRAMEWORK

The City's integrated planning framework is comprised of separate but complementary planning processes. These processes support alignment and integration of resources and activities to achieve the strategic goals and priorities set by Council.

## City Plan: Nanaimo Reimagined

In July 2022 Council adopted City Plan: Nanaimo Reimagined (City Plan). City Plan adopts the Doughnut Economics model (pictured below) as a framework for achieving its vision and articulates its focus through five goals. The five goals provide the organizing structure for policies in the City Plan.

[View City Plan](#)



The Integrated Action Plan is a supporting document to City Plan and serves as a guiding document for Council to consider allocation through annual budgeting in order to strategically support priority actions.

[View Integrated Action Plan](#)

## Council Strategic Framework

In June 2023, Council endorsed their 2023-2026 Council Strategic Framework. The Framework reflects six key focus areas that will serve to guide Council's decision-making in the years ahead.

### Implementing City Plan Action Plans and Key City Management Plans

Develop Action Plans that will help guide Council's priority setting & implementation of City Plan over the term and into the future.

### Social, Health and Public Safety Challenges

Continue to implement the Downtown Safety Action Plan and support the Nanaimo Systems Planning Organization, while continuing to advocate to senior levels of government for support.

### Maintaining and Growing Current Services

Ensure that the City continues to plan for, maintain and grow its services while ensuring we are fiscally responsible and responsive to our community's evolving needs.

### Capital Projects

Recognize the capital projects, both large and small, that will contribute to service and quality of life improvements across the City and commit to working to plan and resource future key capital projects.

### Communicating with the Community

Commit to communication that is based on the principles of transparency, accountability and accessibility; understanding the importance of engaging with our community and stakeholders and ensuring we are responsive to their needs and concerns.

### Governance and Corporate Excellence

Ensure that good governance and corporate excellence continue to be foundational to our work, allowing the City to provide excellent service delivery and innovative, expeditious information-based decision making.

## 20 Year Investment Plan and Asset Management Update

In June 2023, staff presented the 20 Year Investment Plan and Asset Management Plan Update to the Finance and Audit Committee.

The 20 Year Investment Plan and Asset Management Plan Update, provides an overview of the City's long term investment plans and funding strategies. The plan includes investment in strategic initiatives, programs and projects, annual investment programs for renewal of existing infrastructure and new/upgraded infrastructure required for growth to maintain current levels of service. The plan supports Council's review and decision making regarding current planning processes, the City's Asset Management System and funding strategies.

Council approved the following recommendations based on the update:

- Continue the annual one per cent increases to property taxes for contribution to the General Asset Management Reserve Fund for the next five years (2024-2028) or until the next update and recommendations have been presented to Council;
- That the planned decrease in 2027 from two per cent to one per cent in the annual increases to water user fees for contribution to the Water Asset Management Reserve Fund be delayed until the next update and recommendations have been presented to Council;
- Complete the 2023 DCC review and adopt a new bylaw;
- Fund the major capital projects under development from borrowing subject to Council and electoral approval;
- Decommission or remove infrastructure no longer serving its purpose; and
- Implement improvements to the City's AM System:
  - Continue to develop levels of service.
  - Continued implementation and development of Cartograph, a corporate asset management system (CAMS) software that will map, track and manage the City's assets and aid future decision making.

[View the 20 Year Investment Plan and Asset Management Plan Update](#)

## Development Cost Charge (DCC) Review

In 2023, the City began a DCC Review process which will include:

- Updating community growth and type of development estimates.
- Projecting infrastructure investment including timing and cost.
- Proposed changes to current charges.

A DCC Review report will provide additional information as the review progresses and seek endorsement from Council for proceeding to next steps including public consultation and a new DCC bylaw.

## Departmental Business Plans

Updated annually, departmental business plans outline how the department will achieve the City's objectives and support annual budget requests. Annual revisions ensure that the business plans remain current and responsive to emerging issues, challenges and changing conditions.

## 10 Year Project Plans

10-year project plans identify budgets required to complete infrastructure renewal, increase infrastructure capacity required due to growth and implement Council's strategic priorities. Projects are classified as either operating or capital per the City's Capital Expenditure Policy. Project plans are updated annually to reflect changes in estimates, scope, or timing as well as to incorporate new priorities or objectives.

## Financial Plan

Updated annually, the City's five-year financial plan includes budgeted revenues and expenditures for:

- Delivery of day-to-day services to the community
- Investment in infrastructure
- Delivery of strategic initiatives
- Enabling long term funding strategies.





# FINANCIAL PLAN PROCESS

The 2025 – 2029 Draft Financial Plan contains budget estimates where final numbers are not available.



# FINANCIAL PLAN OVERVIEW

The City's principal activities include the provision of local government services to residents. Services provided include police and fire protection, solid waste collection, management of roads, drainage, sanitary sewer, waterworks and parks infrastructure, along with the delivery of leisure and cultural services.

The City also acts as a regulatory body with respect to business licensing, building permits and inspection, land use, development planning and subdivision approval services. Services such as library and sewer treatment are provided through other boards and partnerships with other governments.

## Annual Operating and Project Planning

The City's financial planning process is organized into departmental business plans that identify the resources required to carry out the City's day-to-day functions and services, and into project plans that identify the resources required to complete infrastructure renewal, construct new infrastructure and deliver strategic initiatives.

Operating budgets are sometimes referred to as 'base' budgets. The City uses a modified zero-based budgeting approach, which means all expenses except for a few exceptions, such as approved permanent staffing positions, must be justified each budget cycle.

## Key Budget Assumptions

The following assumptions were used in the Financial Plan (except for in cases where more specific information was available):

- 2% annual increase for expenditures in years two to five. This is the inflation-control target adopted by the Bank of Canada and the Government of Canada to keep total CPI inflation at the 2% mid-point of the target range of 1% to 3% over the medium term.



- 1% annual increase for revenue from fees and charges and sales of service, for years two to five, while other revenues are expected to remain unchanged.

The majority of City staff members are employed under two main union bodies: the Canadian Union of Public Employees (CUPE Local 401) and the International Association of Fire Fighters (IAFF Local 905).

The City and CUPE reached a three-year agreement, covering January 1, 2023 – December 31, 2025, in July 2023. The CUPE agreement included wage increases of 4% in 2023 and 2024 and 3.5% in 2025.

The contract with the IAFF expires on December 31, 2024, a contingency for wage increases has been included in the Financial Plan.

## KEY BUDGET DRIVERS

Canada and the City have seen significant cost escalation in the last several years. Inflation has begun to stabilize and 2024 saw the Bank of Canada reduce interest rates for the first time since 2020.

The City continues to grow and is more than 100,000 strong. Census Canada statistics released in February 2022 showed Nanaimo as one of the fastest growing urban centres in Canada. Development activity in 2024 includes a projected 914 new residential units by the end of the year. Preliminary assessment growth numbers will be available in late fall.

### 2025 Key Budget Drivers

The four largest budget drivers for 2025 are:

**Wages and benefits** – A combination of factors are impacting wages and benefits: contract increases, recreation programs returning to pre pandemic levels, two CAMS positions now funded by property taxes and additional funding for public safety. The budget includes 20 new firefighters starting January 1, 2025 as well as the progression along the pay scale of 20 new firefighters that started August 1, 2023 as part of the Fire Master Plan Implementation. Also included are three new municipal support positions in Police Services to support RCMP members.

**RCMP Contract** – The City currently contracts for 164 members. Due to vacancies and to reduce operating surplus the City does not budget for the full amount of the contract. In 2024 the City budgeted for 92% of the contract. The 2025 draft budget is based on 95% of the contract.

**Asset Management** – With more than \$4.8 billion in assets, planning for the funding of their future replacement is critical. The 2025 budget includes a 1% increase to the contribution to the General Asset Management Reserve Fund to fund infrastructure.

**Investment Income** – The City's Investment Policy guides how the City invests funds while ensuring the City meets the statutory requirements of the Community Charter. After several years of above average returns on the portfolio, due to high interest rates, interest income is

expected to decline as interest rates fall. The total return on the portfolio is anticipated to remain above average historical returns.

Significant budget changes are provided below.

Expenditure Increases/(Decreases)		
Asset Management		\$ 1,499,000
Fleet Charges		106,000
Insurance - Corporate		116,000
Internal Support - Sewer/Water		(102,000)
IT Software & Subscriptions		537,000
Janitorial Supplies		109,000
NFR - Clothing & Footwear		(144,000)
NFR - Fire Fleet Replacement		126,000
Project Expenditures		
Base Funding	420,000	
Business Case Funding	(1,213,000)	(793,000)
RCMP Contract (budgeted at 95%)		3,946,000
Transportation - Traffic Signal Mgmt Software		176,000
Wages and Benefits <sup>1</sup>		7,251,000
<b>Subtotal Expenditure Increases</b>		<b>\$ 12,827,000</b>
Revenue (Increases)/Decreases		
Aquatics - Fees, Programs, Facility Rentals <sup>2</sup>		\$ (176,000)
Arenas - Fees, Programs, Facility Rentals <sup>2</sup>		(125,000)
Grants in Lieu		(263,000)
Investment Income		1,100,000
Provincial Grant: Summer Program - Camp		
Sunsation/Integration		(130,000)
<b>Subtotal Revenue Decreases</b>		<b>\$ 406,000</b>
Funding (Increase)/Decrease from Reserves		
Transfer from Special Initiatives Reserve - CAMS		
Software License		102,000
Transfer from Special Initiatives Reserve -		
Property Tax Reduction		200,000
<b>Subtotal Funding Decreases</b>		<b>\$ 302,000</b>
<b>Other Changes</b>		<b>\$ 594,000</b>
<b>Net Change</b>		<b>\$ 14,129,000</b>
Less: Impact of Growth & Supplements		
Supplementary Property Assessments	(89,000)	
Estimated Growth	1,200,000	1,111,000
<b>Net Impact</b>		<b>\$ 13,018,000</b>

Dollars are rounded to nearest \$1,000

<sup>1</sup> Includes 20 New Firefighters January 1, 2025, 3 New Police Services Support position, 2 CAMS positions now funded from property taxes

<sup>2</sup> Less transfer to Facility Development Reserve Fund



# 2025 DRAFT REVENUES

The City receives revenues from several sources with the main contribution from property taxes and user fees. Examples of revenues from other sources include grants, interest income and the Regional Parks Agreement.

Total projected revenues for 2025 are \$276.0 million with 61.4% coming from property taxes and 22.6% from user fees. Revenues provide funding for; operating and maintenance expenditures, project expenditures, annual contributions to infrastructure renewal reserves and the VIRL.

The primary funding source for City services is property taxes budgeted at \$169.5 million (including parcel taxes) for 2025. This is an increase of \$14.1 million (excluding VIRL) over 2024.

### Projected Property Tax Increases

The City's Financial Plan reflects the best information available at the time of preparation.

The budget includes a contingency for contract negotiations with IAFF.

Beyond 2025, the budget has been adjusted for known changes and reasonable assumptions. Future increases will vary as the budget is updated each year to reflect contract settlements, operational changes, growth, inflationary rates, community priorities and other key assumptions.

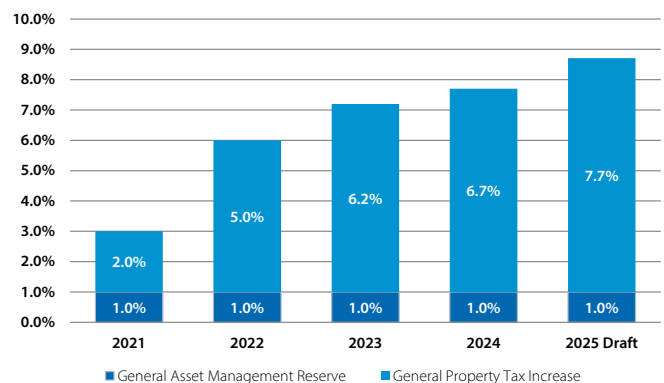
Several major projects for which the funding strategy includes borrowing are not currently included in the Project Plan as work continues to refine project scope and timing or gain electoral approval. Some of these projects include the Public Works Yard Upgrades, Nanaimo RCMP Detachment Expansion, the Waterfront Walkway (Departure Bay section), the South End Community Centre and the Beban Park Master Plan and Facility Implementation Plan. As Council and electoral approval is received for these projects, Financial Plans will be updated to reflect these changes.

Year	General Asset Management Reserve	General Property Tax Increase	Total Municipal Taxes
2025	1.0%	7.7%	8.7%
2026	1.0%	3.4%	4.4%
2027	1.0%	1.9%	2.9%
2028	1.0%	2.0%	3.0%
2029	0.0%	2.7%	2.7%

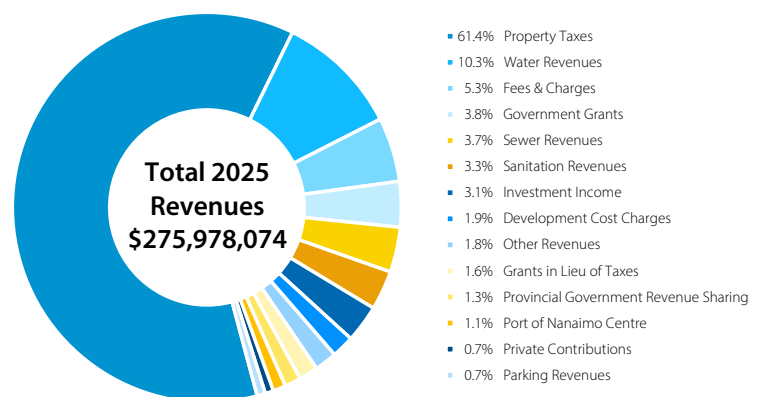
### 2025 Draft User Fee Increases

Sanitary Sewer User Fees	4.0%
Water User Fees	5.0%
Sanitation User Fees	5.7%

### Property Tax History



### Draft Revenue Breakdown





### Taxation

Property taxes represent 61.4% of the City's 2025 revenues and finance a majority of the services provided by the City. Every property owner in the province must pay property taxes based on the value of their property unless the property is specifically exempted by provincial statute. The valuation of property within the City is determined by BC Assessment, a provincial Crown Corporation responsible for classifying and assessing the value of all real property in British Columbia.

### User Fees

In accordance with the Community Charter, municipal governments set fees and charges by bylaws to cover reasonable costs of providing services to the public.

The City has adopted bylaws authorizing user fees for parks and recreation programs, parking, animal control and water, sewer and garbage utilities.

### Development Cost Charges (DCCs)

DCCs are a method to fund infrastructure associated with growth. Monies are collected from land developers to offset some of the infrastructure expenditures incurred to service the needs of new development.

DCCs are imposed by bylaw pursuant to the Local Government Act as a method to finance capital projects. The City currently collects DCCs for roads, drainage, sanitary sewer, water and parkland. The City is in the process of an update of the DCC Bylaw.

### Grants

In addition to grants for specific projects, the City receives annual grants including funding under the Provincial Traffic Fine Revenue Sharing agreement. The City also receives grants in lieu of taxes from properties owned by the Federal or Provincial Governments or their Agencies and from private utilities operating within the City.

### Casino Revenue

In November 1999, the City began receiving 10% of the net earnings from a casino operation.

# 2025 DRAFT OPERATING EXPENDITURES

Annual operating expenses provide for the day-to-day delivery of services to the community. Projected 2025 operating expenditures are \$214.0 million.

Sections are aligned within City departments to provide effective service delivery. Since January 2024, the City has operated under the following organizational structure:

## City Administration

- CAO's Office
- Human Resources
- Legislative Services
- Communications

## Community Services

- Police Services
- Nanaimo Fire Rescue
- PRC - Facility and Parks Operations
- PRC - Recreation and Culture
- Public Safety - Bylaw Enforcement, Parking, Community Safety Officers, Social Planning

## Corporate Services

- Finance
- Information Technology
- Corporate and Business Development - Economic Development, Real Estate, Tourism, Vancouver Island Conference Centre, Strategic Projects

## Engineering and Public Works

- Engineering Services – Facilities Asset Management, Capital Projects, Infrastructure Planning, Transportation
- Public Works – Cemeteries, Fleet, Solid Waste Management, Transportation, Drainage, Sanitary Sewer, Waterworks

## Planning and Development

- Community Planning, Sustainability, Business Licensing & Permit Centre, Current Planning, Subdivision, Development Engineering & Environmental Protection, Building Inspections



## Draft Operating Expenditures by Department

	Budget			Draft Budget		
	2024	2025	2026	2027	2028	2029
<b>EXPENDITURES (\$)</b>						
City Administration	\$ 7,200,883	\$ 7,371,730	\$ 7,751,010	\$ 7,537,713	\$ 7,620,511	\$ 7,836,609
Corporate Facilities	667,740	695,096	711,228	725,944	739,547	756,094
Corporate Services	20,657,158	21,405,341	22,554,150	23,551,781	24,624,934	25,905,846
Port of Nanaimo Centre	6,511,429	6,884,801	7,038,734	5,591,902	4,549,108	4,692,424
Planning & Development	8,754,317	8,281,619	8,477,546	8,177,652	8,327,014	8,525,601
Community Services - Parks, Recreation & Culture	32,179,789	33,747,751	34,475,716	35,169,506	35,823,301	36,616,526
Community Services - Community Safety	40,539,554	45,808,710	47,005,186	48,332,093	48,960,233	50,017,153
Community Services - RCMP	33,761,363	37,717,810	39,082,863	40,475,018	41,947,278	43,498,863
Engineering & Public Works	31,065,076	32,747,762	33,157,383	33,584,020	34,256,138	34,833,352
Sanitary Sewer	4,347,498	4,631,951	4,765,414	4,841,332	4,920,309	5,011,425
Waterworks	14,032,051	14,757,036	15,087,865	15,396,866	15,688,115	16,019,590
<b>Annual Operating Expenditures</b>	<b>\$ 199,716,858</b>	<b>\$ 214,049,607</b>	<b>\$ 220,107,095</b>	<b>\$ 223,383,827</b>	<b>\$ 227,456,488</b>	<b>\$ 233,713,483</b>
Internal Cost Allocations	(8,010,369)	(8,365,803)	(8,541,888)	(8,713,741)	(8,883,619)	(9,068,154)
Internal Charges to Asset Renewal Reserves	(3,802,362)	(4,519,613)	(4,361,450)	(4,503,936)	(4,587,831)	(4,660,428)
Internal Debt Repayment	(454,569)	(523,442)	(591,231)	(582,230)	(573,229)	(564,228)
<b>Total Annual Operating Expenditures after Allocations and Charges</b>	<b>\$ 187,449,558</b>	<b>\$ 200,640,749</b>	<b>\$ 206,612,526</b>	<b>\$ 209,583,920</b>	<b>\$ 213,411,809</b>	<b>\$ 219,420,673</b>
Staffing (FTEs) - Municipal	720.6	743.5	745.5	745.5	745.5	745.5
Staffing (FTEs) - RCMP	164.0	164.0	164.0	164.0	164.0	164.0

Excludes all project expenditures and V.I.R.L.

For 2025 to 2029 contingency for IAFF contract negotiations is budgeted in committed contingency under Corporate Services.





### Employee Base – Full Time Equivalent (FTE) Analysis

The City budgets for a full staff complement in all departments. There is one exception in the Financial Plan:

- RCMP contract - 95% of the projected contract cost is budgeted for all five years of the plan due to the history of vacancies and to minimize annual operating surplus.

### New Positions

The Financial Plan includes 25 new full-time positions, 23 in 2025 and two in 2026.

- 20 new firefighters in 2025 as per the 2023 - 2027 Financial Plan business case to add 40 new firefighters over 17 months.
- Two new police support services positions, one each in 2025 and 2026 as per the 2022 – 2026 Financial Plan business case to add 15 new police support positions over five years. As well, three new stenos positions, two in 2025 and one in 2026 to support the body worn camera program.

### FTE Schedule

	2021	2022	2023	2024	2025
City Administration	31.0	31.0	33.0	33.0	33.0
Corporate Services & Facilities	77.0	80.0	80.0	82.0	83.0
Planning & Development	58.0	58.0	59.0	58.0	57.0
Community Services - Parks, Recreation & Culture	135.6	136.7	139.8	145.0	144.7
Community Services - Community Safety	182.4	202.4	226.3	235.1	258.3
Engineering & Public Works	115.2	119.2	121.2	124.2	124.2
Sanitary Sewer	9.8	9.8	10.8	10.8	10.8
Waterworks	29.5	31.5	32.5	32.5	32.5
<b>Total Municipal FTEs</b>	<b>638.5</b>	<b>668.6</b>	<b>702.6</b>	<b>720.6</b>	<b>743.5</b>
RCMP	151.0	158.0	161.0	164.0	164.0
<b>Total FTEs</b>	<b>789.5</b>	<b>826.6</b>	<b>863.6</b>	<b>884.6</b>	<b>907.5</b>

*Includes only permanent full-time and part-time*



Pool



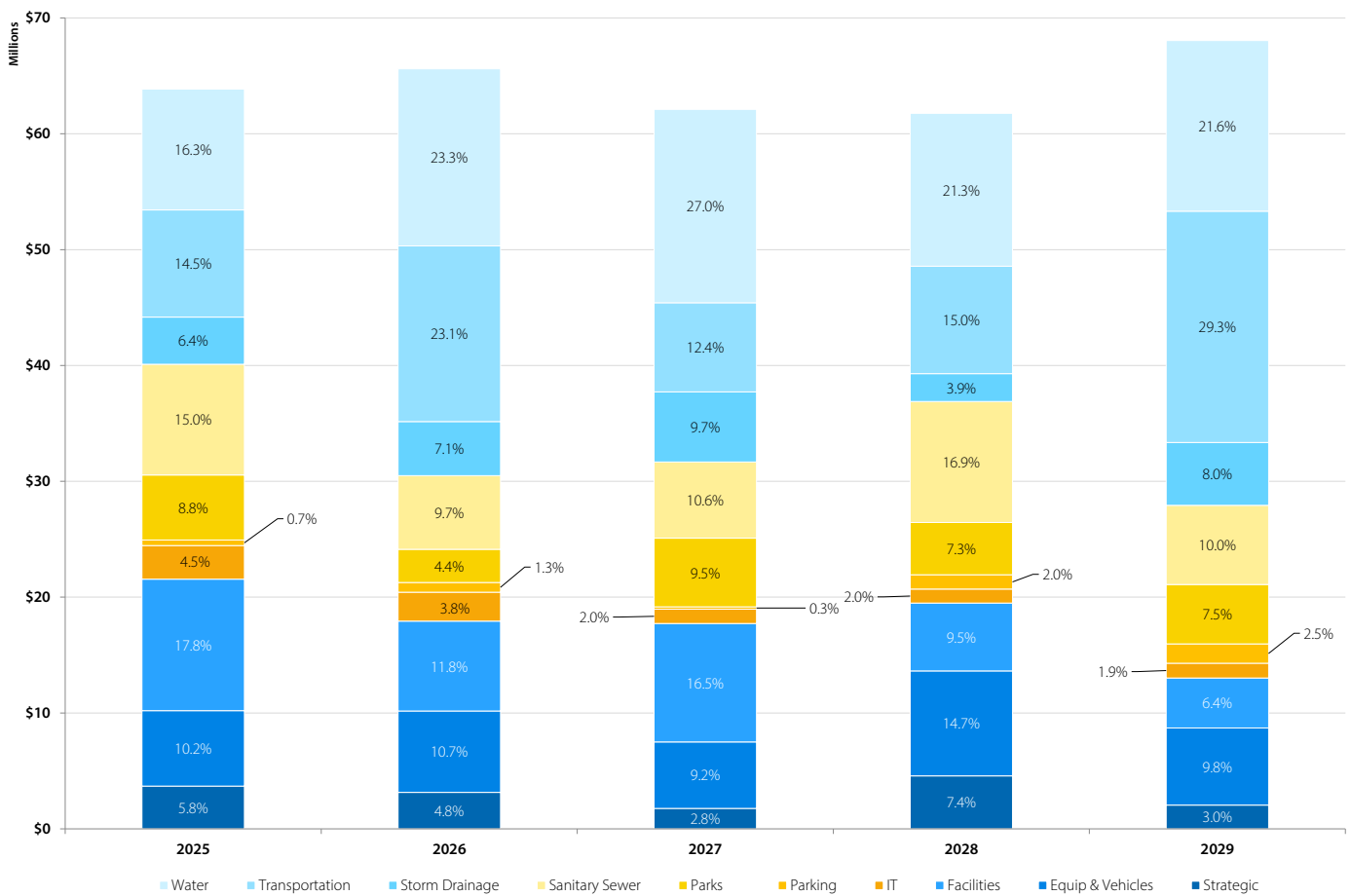
# 2025-2029 DRAFT PROJECT PLAN

## Sustainability Challenges

The City owns infrastructure with a replacement cost in excess of \$4.8 billion (2021). Over time, this infrastructure will need to be replaced and additional infrastructure will be required to support a growing community.

Projects included in the Financial Plan focus on specific strategic initiatives, infrastructure renewal and new/upgrades to infrastructure that will address capacity issues and regulatory changes.

Each year as part of the project planning cycle, projects are prioritized based on available resources, both financial and non-financial.



### Definition of Capital Assets

For accounting purposes, projects are classified as either capital or operating. Projects that satisfy specific requirements as outlined in the City's Capital Asset Policy are classified as capital expenditures and are accounted for in the City's capital funds. Projects that are smaller in scope, and below specific capitalization thresholds, are classified as operating projects and accounted for in the City's operating funds.

Capital assets provide a benefit to the community beyond one year, are used to deliver services and usually require annual operating and maintenance expenditures. Examples include infrastructure such as buildings, roads, bridges, water and sewer facilities, as well as vehicles. The Project Plan section includes both capital and operating projects.

### Annual Operating Impacts of the Capital Program

When constructing new infrastructure or facilities, there is typically an annual operating and maintenance budget needed.

The City's infrastructure renewal programs support each department's ability to avoid unnecessary budget increases on annual operating and maintenance expenditures due to infrastructure being operated past its optimum useful life.

The City acquires new infrastructure each year through private sector development and construction of new infrastructure. Annual operating and maintenance budgets are not specifically increased each year for this new infrastructure. During the annual budget review process, annual operating work plans, historical cost analysis and specific cost information support budget increases where needed for annual operating and maintenance programs for City infrastructure.

### Project Planning

The City's project planning horizon is long-term and includes comprehensive condition assessment of current infrastructure, future growth needs, and strategic initiatives. Lifecycle models and renewal plans for current infrastructure are updated annually. Long-term planning identifies renewal and upgrade projects including scope of work, preliminary timing, and cost estimates. Where project timing is within the next five years more detailed design work begins to further define scope of work and cost estimates.

To optimize efficiency, minimize costs, and reduce disruption to residents, all City infrastructure within an area will be evaluated for condition and capacity to ensure all necessary work is completed concurrently.

Where appropriate, business cases are developed to identify expected outcomes/benefits, investment options, and annual operating and maintenance expenditures.

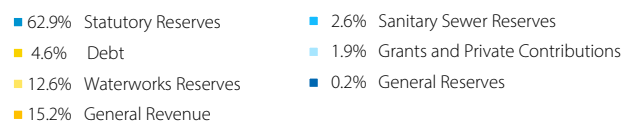
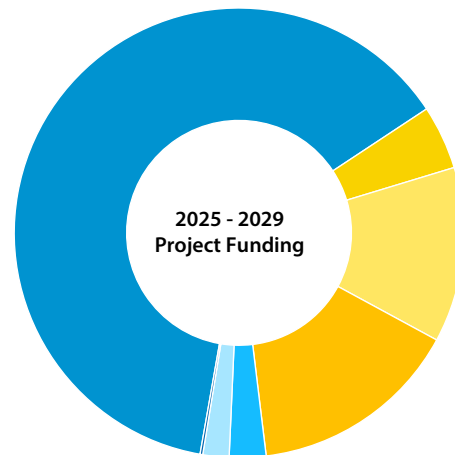
### Project Funding Strategies

Funding strategies for the City's investment program include:

- Maintaining a reasonable and stable funding level from annual property tax revenues.
- Annual contributions to asset management reserves.
- Collection of DCCs from developers for new infrastructure required due to growth.
- Seeking grants and private contributions.
- Borrowing, as appropriate.

### Project Funding Sources

Projects are funded from a number of sources including an allocation of annual property taxes, operating reserves, statutory reserve funds, grants, private contributions and borrowing. Projects in the Financial Plan are funded from the following sources as per the chart below.



## Debt

Borrowing is considered for major projects that will benefit future residents based on the assumption that since future residents will benefit from the project they should share in the costs by paying the debt servicing costs through future property taxes or user fees.

The maximum amount of debt, which may be held by a municipality is restricted by its Liability Servicing Limit. This limit represents the total cost of servicing debt throughout the year (including both interest and principal). The Liability Servicing Limit is set by the Community Charter and is defined as 25% of a municipality's controllable and sustainable revenues for the year.

The Liability Servicing Limit for the City at December 31, 2023 was \$57.8 million for annual principal and interest payments and the City was at 13.1% of the current limit.

The City's outstanding debt represents a number of projects including the Vancouver Island Conference Centre, Fire Station #4, Fire Station #1, Solid Waste Collection (refuse trucks) and the Water Treatment Plant.

Outstanding debt at December 31, 2023 was \$38.2 million. This included \$1.4 million of short-term borrowing for solid waste collection.

## External Borrowing

The Financial Plan includes new external borrowing for one project, the Wellcox Secondary Access, of \$12.6 million subject to electoral and Council approval. Debt servicing for this new borrowing is currently planned to be funded from the General Asset Management Reserve Fund.

The City engaged in an Alternative Approval Process (AAP) to gain permission from residents to borrow up to \$90.0 million for Public Works Yard Upgrades. The AAP process ended October 31, 2024. The Financial Plan will be updated, if applicable, to reflect the outcome of this process for the provisional budget.

## Current Borrowing at December 31, 2023 - External

Asset	Total Borrowing	Outstanding Borrowing at Dec 31, 2023	Year(s) Borrowing Repaid
Fire Station #1	\$ 16,675,623	\$ 14,862,807	2038/2040/ 2041/2042
Fire Station #4	3,750,000	999,325	2027
Sanitation	1,698,899	1,389,119	2025/2028
VICC	30,000,000	7,051,037	2026/2027
Water Treatment Plant	22,500,000	13,868,048	2033/2034
	<b>\$ 74,624,522</b>	<b>\$ 38,170,336</b>	

## 2025 - 2029 Budgeted New Borrowing – External 20 Year Repayment Term

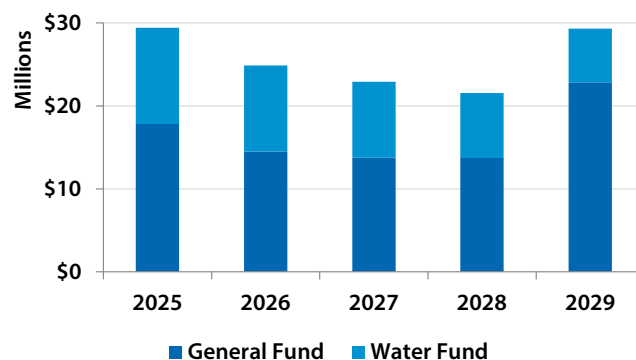
Asset	Total Borrowing	Planned Year(s)
Wellcox Secondary Access	\$ 12,617,000	2027 - 2029
	<b>\$ 12,617,000</b>	

## Projected Debt Servicing Costs - External

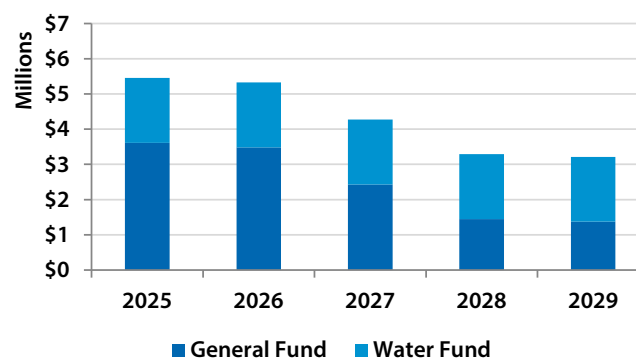
2025	2026	2027	2028	2029
\$ 5,451,700	\$ 5,329,300	\$ 4,275,200	\$ 3,288,600	\$ 3,215,500

<sup>1</sup> Rounded to nearest hundred

## Projected Outstanding Debt – External



## Projected Debt Servicing – External



### Internal Borrowing

The City has many reserve funds established for specific purposes. Monies collected in each reserve fund must be used for the purpose that the fund was established.

Under the Community Charter, Section 189, if necessary, and monies are available, a municipality may borrow monies from one reserve fund for the purposes of another reserve fund. Repayment must be within the time the 'lending' reserve fund requires the funds to be available and must include interest.

The Financial Plan includes internal borrowing from the Drainage DCC Reserve Fund to the Sewer DCC Reserve Fund, as the Sewer DCC Reserve Fund does not have adequate monies for planned projects.

A summary of current and planned borrowings and repayments are shown. Annual repayments, principal and interest, will be from the Sewer Operating Fund to the Drainage DCC Reserve Fund until the Sewer DCC Reserve Fund has adequate monies for the annual repayment amounts.

#### Current Borrowing at December 31, 2023 – Internal

Asset	Total Borrowing	Outstanding Borrowing at Dec 31, 2023
DCC SS45 Chase River PS & Forcemain	\$ 3,213,506	\$ 2,504,578
DCC SS19 Millstone Trunk South	3,624,532	3,128,776
	<b>\$ 6,838,038</b>	<b>\$ 5,633,354</b>

#### 2025-2029 Financial Plan New Borrowing - Internal

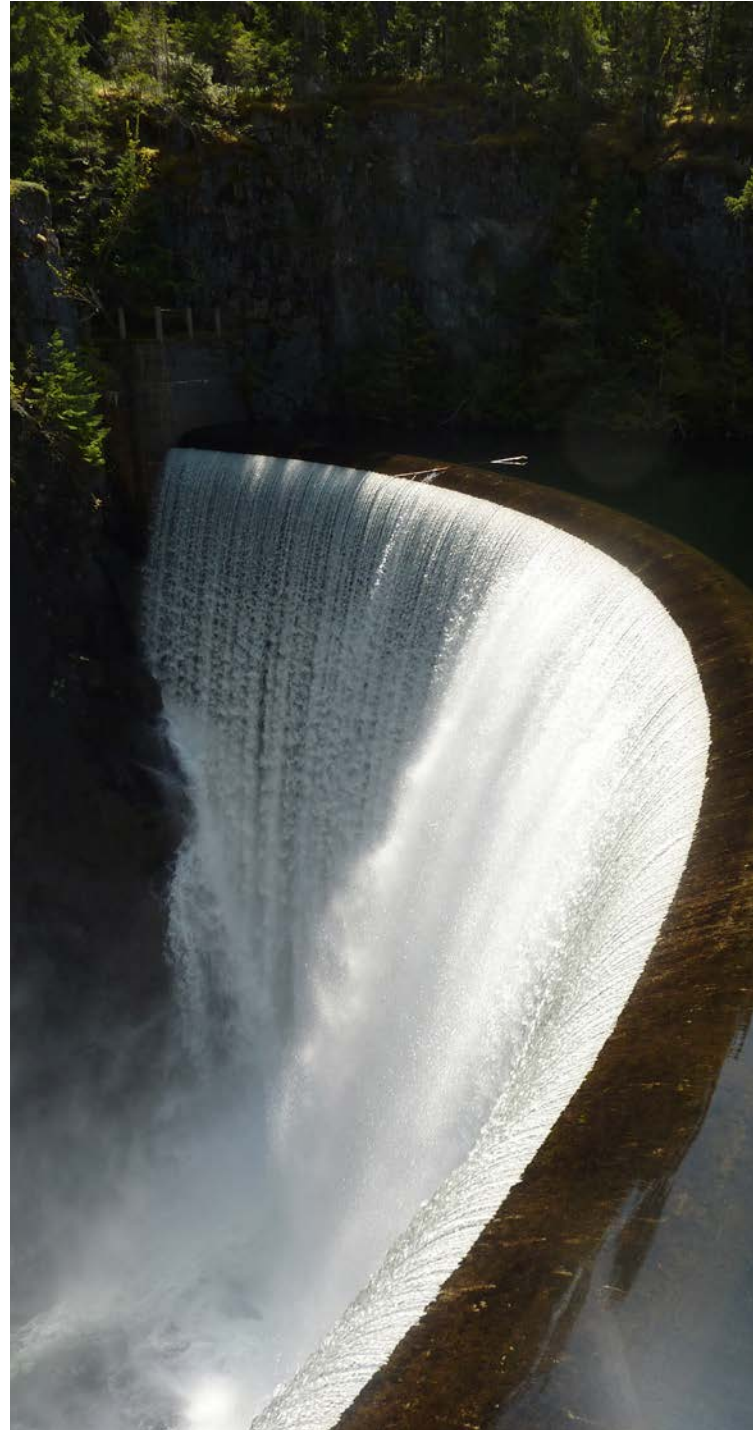
20 Year Repayment Term

Asset	Total Borrowing	Planned Year
DCC SS44 Hammond Bay & Turner Area	\$ 2,163,150	2025
	<b>\$ 2,163,150</b>	

#### Projected Debt Servicing Costs - Internal

2025	2026	2027	2028	2029
\$ 523,400	\$ 591,200	\$ 582,200	\$ 573,200	\$ 564,200

Rounded to nearest hundred



### Grants and Private Contributions

The Financial Plan includes funding from a variety of grants and private contributions, including funding received as part of the development process.

### Reserve Funding

The purpose of setting aside reserves is to provide funding for anticipated future expenditures, to ensure sufficient funds are available when required, and to limit the need to incur debt or require large increases in taxation or user fees.

### Operating Reserves

Contributions to operating reserves are through annual contributions and allocations of prior year surplus.

City operating reserves include:

- Financial Stability Reserves
- Infrastructure Reserves
- Strategic Priority Reserves
- Other Reserves

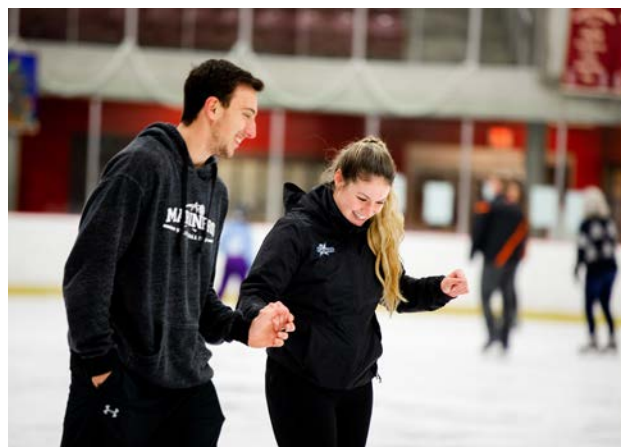
### Statutory Reserves

The City has Statutory Reserve Funds that are authorized by the Community Charter and/or City Bylaws. Contributions to statutory reserves are through annual allocations of general revenue, user fees and development cost charges.

Statutory Reserves can only be used as authorized by the Community Charter and the related Council Bylaw.

Statutory Reserves include:

- Asset Management Reserves
- Development Cost Charges Reserves
- Facility Development Reserve
- Equipment Replacement Reserves

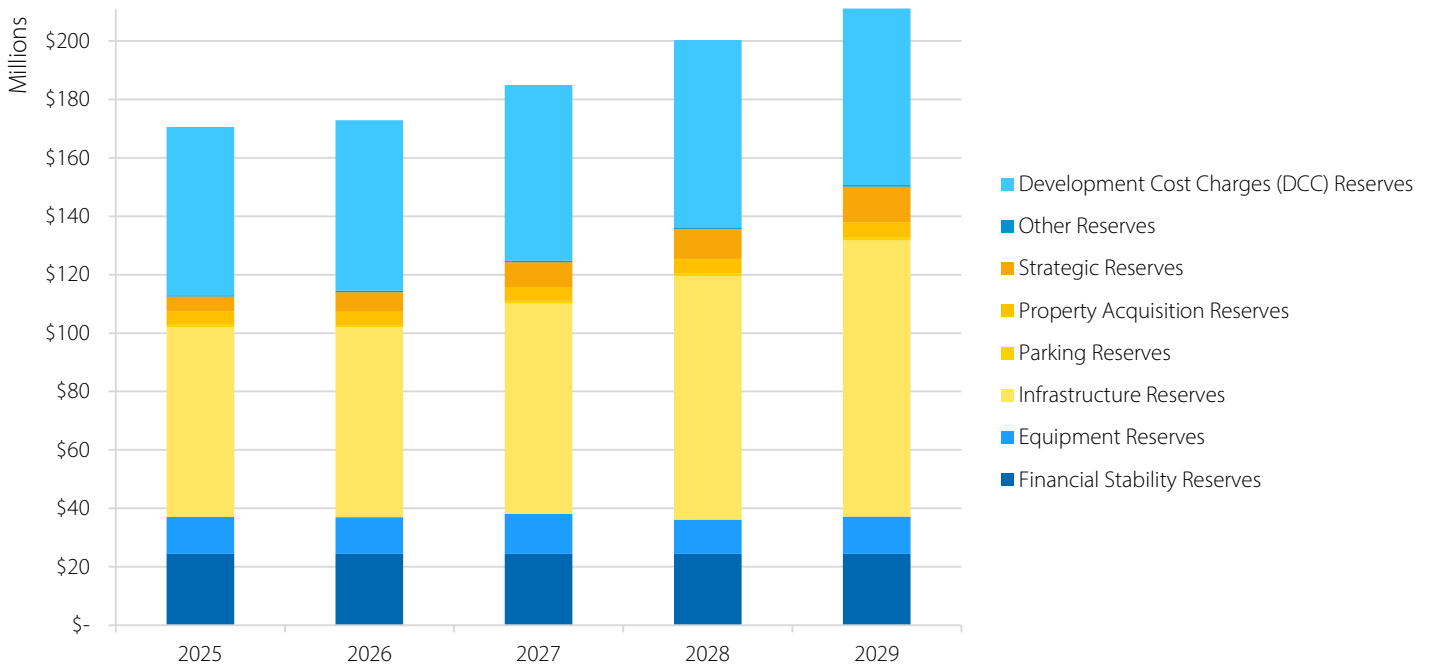


### Reserves Framework

The City's reserves are provided in the following framework:

- Financial Stability Reserves – reserves to mitigate specific risks or provide funding for future costs.
- Equipment Reserves – reserves that provide funding for equipment replacement.
- Infrastructure Reserves – these reserves are the primary funding source for infrastructure renewal.
- Parking Reserves – provide funding for renewal or upgrades to parking infrastructure/amenities or parking studies.
- Property Acquisition Reserves – reserves for the purchase and sale of land.
- Strategic Reserves – provide funding for strategic initiatives and investment identified by Council.
- Other Reserves – reserves that fulfill either a specific administrative function, comply with a bequest or are for short-term purposes.
- Development Cost Charges Reserves – specific reserves with contributions from developers to fund specific infrastructure projects required due to growth.

### Projected Reserve Balances



ALL RESERVES	2025	2026	2027	2028	2029
Financial Stability Reserves	\$ 24,451,315	\$ 24,379,571	\$ 24,397,321	\$ 24,399,925	\$ 24,409,433
Equipment Reserves	12,686,478	12,594,234	13,769,952	11,730,361	12,836,066
Infrastructure Reserves	64,870,415	65,061,865	71,920,231	83,257,054	94,418,200
Parking Reserves	1,091,890	744,003	923,709	1,105,135	1,215,275
Property Acquisition Reserves	4,393,320	4,552,189	4,734,739	4,897,040	5,061,775
Strategic Reserves	4,978,050	6,702,102	8,485,886	10,309,731	12,160,933
Other Reserves	473,021	482,482	492,131	499,513	507,006
Development Cost Charges (DCC) Reserves	57,617,902	58,328,757	60,151,697	64,072,263	68,629,582
<b>Total Reserves</b>	<b>\$ 170,562,391</b>	<b>\$ 172,845,203</b>	<b>\$ 184,875,666</b>	<b>\$ 200,271,022</b>	<b>\$ 219,238,270</b>

The complete reserves breakdown can be found in Appendix A.

Appendix A shows the projected opening and closing balances, annual contributions and withdrawals for each reserve.





### 2025 – 2029 Draft Project Plan Detail

The Financial Plan includes projects that are consistent with the City's objectives as outlined in City Plan: Nanaimo Reimagined, and master plans approved by Council.

Detailed project information is provided within the following framework:

- Strategic
- Equipment & Vehicle Program
- Facilities Infrastructure and Amenities Program
- Information Technology Infrastructure Program
- Parking Infrastructure Program
- Parks Infrastructure Program
- Sanitary Sewer Infrastructure Program
- Storm Sewer Infrastructure Program
- Transportation Infrastructure Program
- Water Infrastructure Program.

Projects in the five-year plan focus on the renewal of existing infrastructure to support effective and efficient delivery of current levels of service and new/upgraded infrastructure required due to growth.

Strategic projects and initiatives include:

- Housing Legacy Reserve contributions
- Funding for property acquisition
- Commercial Street Implementation

Significant infrastructure investment projects include:

- Maffeo Sutton washroom replacement
- Beban Complex sloped roof replacement
- Utility & transportation projects in conjunction with Regional District of Nanaimo's Sewer Forcemain project
- Third & Fitzwilliam Ave upgrades

### Draft Project Plan

The following pages provide a breakdown of the Project Plan:

- Summary by major expenditure category or program and funding source
- Detail reports for each major category or program and type



### Summary by Major Expenditure Category and Funding Source

	2025	2026	2027	2028	2029	Total
<b>TOTAL PROJECT EXPENDITURES</b>						
Strategic	\$ 3,693,363	\$ 3,146,750	\$ 1,767,600	\$ 4,577,650	\$ 2,046,400	\$ 15,231,763
Equipment & Vehicle Program	6,513,850	7,028,050	5,739,550	9,061,100	6,659,600	35,002,150
Facilities Infrastructure & Amenities Program	11,342,280	7,755,900	10,221,700	5,855,150	4,321,000	39,496,030
Information Technology Infrastructure Program	2,905,200	2,491,800	1,234,400	1,207,600	1,271,700	9,110,700
Parking Infrastructure Program	471,300	849,000	195,800	1,227,600	1,671,700	4,415,400
Parks Infrastructure Program	5,619,600	2,859,900	5,929,900	4,518,600	5,122,100	24,050,100
Sanitary Sewer Infrastructure Program	9,563,800	6,356,500	6,582,600	10,441,330	6,831,200	39,775,430
Storm Sewer Infrastructure Program	4,070,200	4,669,500	6,041,340	2,402,600	5,428,400	22,612,040
Transportation Infrastructure Program	9,245,500	15,162,300	7,696,700	9,275,300	19,964,600	61,344,400
Water Infrastructure Program	10,425,500	15,278,100	16,696,950	13,194,400	14,729,200	70,324,150
<b>Total Projects</b>	<b>\$ 63,850,593</b>	<b>\$ 65,597,800</b>	<b>\$ 62,106,540</b>	<b>\$ 61,761,330</b>	<b>\$ 68,045,900</b>	<b>\$ 321,362,163</b>
<b>TOTAL FUNDING SOURCES</b>						
Drainage DCCs	\$ 863,850	\$ 43,500	\$ 24,890	\$ 50,750	\$ -	\$ 982,990
Parks DCCs	29,575	51,100	117,355	-	834,050	1,032,080
Roads DCCs	1,380,920	2,970,000	205,000	20,000	651,000	5,226,920
Sewer DCCs	1,904,010	324,460	291,861	2,811,110	629,354	5,960,795
Water DCCs	1,227,756	2,540,600	5,233,055	674,516	866,030	10,541,957
Development Cost Charges (DCC) Reserves	\$ 5,406,111	\$ 5,929,660	\$ 5,872,161	\$ 3,556,376	\$ 2,980,434	\$ 23,744,742
Cart Replacement Reserve	\$ -	\$ -	\$ -	\$ 2,846,800	\$ 2,903,800	\$ 5,750,600
Community Works Reserve	2,541,500	8,250,000	-	1,670,500	-	12,462,000
Climate Action Reserve	880,600	154,500	229,500	179,500	179,500	1,623,600
Copier Reserve	108,200	72,000	7,500	1,600	81,700	271,000
Equipment Depreciation Reserve	4,675,100	5,169,000	4,269,700	4,724,800	1,545,600	20,384,200
Facility Development Reserve	3,085,474	1,833,550	1,200,500	1,195,100	1,576,934	8,891,558
General Parking Reserve	373,500	662,700	115,200	95,800	150,000	1,397,200
Growing Communities Reserve	2,500,000	-	-	-	-	2,500,000
IT Reserve	1,846,700	988,550	837,600	769,600	732,050	5,174,500
NDSS Community Field Maintenance Reserve	-	-	-	400,000	-	400,000
Strategic Infrastructure Reserve	930,000	1,000,000	900,000	900,000	900,000	4,630,000
General Fund Asset Mgmt Reserve	11,470,255	12,721,600	19,193,995	12,522,497	15,797,300	71,705,647
Sewer Fund Asset Mgmt Reserve	2,678,390	3,985,390	5,058,089	6,102,070	5,023,996	22,847,935
Water Fund Asset Mgmt Reserve	2,297,844	4,669,400	4,360,245	5,658,884	3,460,970	20,447,343
General Reserves	103,744	180,000	13,800	311,900	-	609,444
Sewer Reserves	1,837,450	2,204,850	1,408,850	1,647,350	1,366,450	8,464,950
Water Reserves	7,204,500	8,224,600	7,280,950	7,176,100	10,608,300	40,494,450
Operating and Statutory Reserves	\$ 42,533,257	\$ 50,116,140	\$ 44,875,929	\$ 46,202,501	\$ 44,326,600	\$ 228,054,427
Government Grants	\$ 4,090,826	\$ -	\$ -	\$ -	\$ -	\$ 4,090,826
Grants/Private Contributions	487,249	17,100	17,400	392,200	18,100	932,049
Grants/Private Contributions	\$ 4,578,075	\$ 17,100	\$ 17,400	\$ 392,200	\$ 18,100	\$ 5,022,875
General Revenue	\$ 8,820,000	\$ 9,261,000	\$ 9,724,050	\$ 10,210,253	\$ 10,720,766	\$ 48,736,069
PILT's	350,000	273,900	-	400,000	-	1,023,900
Internal Borrowing	2,163,150	-	-	-	-	2,163,150
Borrowing	-	-	1,617,000	1,000,000	10,000,000	12,617,000
<b>Total Funding</b>	<b>\$ 63,850,593</b>	<b>\$ 65,597,800</b>	<b>\$ 62,106,540</b>	<b>\$ 61,761,330</b>	<b>\$ 68,045,900</b>	<b>\$ 321,362,163</b>

## 2025 Project Highlights

PROJECTS	AMOUNT	PROJECT HIGHLIGHTS
Strategic	\$3,693,363	Projects and programs that address specific initiatives, issues or goals. 2025 projects include: <ul style="list-style-type: none"> <li>• Funding for the Housing Legacy Reserve Fund to help support affordable housing</li> <li>• Funding for strategic property acquisition</li> <li>• Funding for the Commercial Street Implementation plan to revitalize the heart of Nanaimo's downtown.</li> </ul>
Equipment & Vehicle Program	6,513,850	The City utilizes a wide range of vehicles and equipment to deliver services. In 2020, the City adopted a Green Fleet Strategy which guides the fleet's direction. 2025 projects include: <ul style="list-style-type: none"> <li>• Replacement of two refuse trucks</li> <li>• Replacement of a backhoe</li> <li>• Replacement of fire apparatus</li> </ul>
Facilities Infrastructure & Amenities Program	11,342,280	The City currently owns and operates over 100 facilities which support delivery of a wide range of services. 2025 projects include: <ul style="list-style-type: none"> <li>• Nanaimo Aquatics Centre (NAC) lobby renovations and improvements to public access controls</li> <li>• NAC dehumidification improvements: project is anticipated to reduce GHG emissions</li> <li>• Multi year project to replace the Beban Complex roof</li> <li>• Replacement of dehumidifier at Nanaimo Ice Centre</li> </ul>
Information Technology Infrastructure Program	2,905,200	The City's technology equipment maintains systems access for network and business applications. 2025 projects include: <ul style="list-style-type: none"> <li>• Continuation of the multi year project to replace the City's Enterprise Resource Planning software</li> <li>• Continuation of the multi year project to implement new development permit software</li> </ul>
Parking Infrastructure Program	471,300	The City currently owns and operates three multi-level parkades as well as providing surface lots and metered on-street parking. 2025 projects include: <ul style="list-style-type: none"> <li>• Modernization of the Harbourfront Parkade elevator</li> </ul>
Parks Infrastructure Program	5,619,600	Parks infrastructure includes destination parks, neighborhood parks, spray parks, sports fields, playgrounds, tennis/sport courts and trails. 2025 projects include: <ul style="list-style-type: none"> <li>• Replacement of the washrooms at Maffeo Sutton Park</li> <li>• Improvements to Rotary Bowl in the Stadium District</li> </ul>
Sanitary Sewer Infrastructure Program	9,563,800	The sanitary sewer infrastructure program includes renewal projects for infrastructure at end of life and new/upgrade projects to address current and future capacity issues. 2025 projects include: <ul style="list-style-type: none"> <li>• DCC SS18 Millstone Trunk Central: Sewer upgrades from East Wellington Rd to Westwood Rd</li> <li>• Hammond Bay Area Utilities Project*: Sewer upgrades, intersection upgrades and road rehabilitation between Rutherford Rd and Turner Rd</li> </ul>
Storm Sewer Infrastructure Program	4,070,200	The storm sewer infrastructure program includes renewal projects for infrastructure at end of life and new/upgrade projects to address current and future capacity issues. 2025 projects include: <ul style="list-style-type: none"> <li>• DCC SD57 Wexford Creek: Creek and culvert upgrades to provide better flood protection and fish passage in the Southgate Area</li> </ul>
Transportation Infrastructure Program	9,245,500	Transportation infrastructure includes roadways, sidewalks, bicycle lanes, bridge structures, street lights, roundabouts and traffic signals to support a multi-modal network. 2025 projects include: <ul style="list-style-type: none"> <li>• Third/Fitzwilliam Utility &amp; Road Upgrade*: Utility and road upgrades between Howard Ave and Selby St</li> <li>• Pedestrian improvements: Audible signals, pedestrian flashers and sidewalks</li> </ul>
Water Infrastructure Program	10,425,500	The water infrastructure program includes renewal projects for infrastructure at end of life and new/upgrade projects to increase pressures and fire fighting capacity and provide redundancy within the system. 2025 projects include: <ul style="list-style-type: none"> <li>• Dickinson Rd PRV replacement</li> <li>• Continuation of multi year project to replace large diameter water meters</li> <li>• Four water distribution DCC projects to address capacity related to growth</li> </ul>
<b>Total</b>	<b>\$63,850,593</b>	

\* Concurrent project - project includes more than one infrastructure type.

## Strategic Projects

	2025	2026	2027	2028	2029	Total
<b>Project Costs</b>						
<b>Audits</b>						
COR External Audit	\$ 16,800	\$ -	\$ -	\$ 17,800	\$ -	34,600
Financial/Performance Audits	50,000	50,000	50,000	50,000	50,000	250,000
Water Audit	-	-	-	-	38,000	38,000
<b>Council Committees</b>						
Advisory Committee on Accessibility & Inclusiveness	3,000	3,000	3,000	5,000	5,000	19,000
Design Advisory Panel	2,500	2,500	2,500	2,500	2,500	12,500
Finance & Audit Committee	35,000	35,000	35,000	35,000	35,000	175,000
Nanaimo Youth Advisory Council	1,000	1,000	1,000	3,000	3,000	9,000
Public Safety Committee	3,000	3,000	3,000	3,000	3,000	15,000
Table of Champions	6,000	6,000	6,000	10,000	10,000	38,000
Water Supply Advisory	500	500	500	1,500	1,500	4,500
<b>Grants/Rebate Programs</b>						
Appliance Rebate Program	10,000	-	-	-	-	10,000
Community Environmental Sustainability Project Grant Program	20,000	20,000	20,000	20,000	20,000	100,000
EV Charging Infrastructure Rebate Program	10,000	10,000	10,000	10,000	10,000	50,000
Home Energy Assessment Rebates	45,000	45,000	45,000	45,000	45,000	225,000
Home Retrofit Support Program	50,000	-	-	-	-	50,000
Toilet Rebate Program	25,000	-	-	-	-	25,000
<b>Property Management Strategy</b>						
Property Acquisitions - General	636,800	649,600	662,600	675,900	689,500	3,314,400
<b>Social Planning Initiatives</b>						
Building Safer Communities	370,663	-	-	-	-	370,663
Housing Legacy Reserve	165,000	165,000	165,000	165,000	165,000	825,000
Shower Program	84,800	86,500	88,200	90,000	91,800	441,300
<b>Strategic Plans</b>						
Council Strategic Plan	-	-	32,500	-	-	32,500
IT Technology Roadmap and Digital Strategy	-	-	-	-	143,800	143,800
Police Review	-	32,800	-	-	-	32,800
Property Management Strategy	-	-	-	-	40,000	40,000
<b>Sustainability Projects</b>						
Building Benchmarking	15,000	15,000	15,000	15,000	15,000	75,000
Cool It! Program	19,500	19,500	19,500	19,500	19,500	97,500
Seasonal Air Quality Assessment	-	-	-	-	5,000	5,000
<b>Other</b>						
55+ BC Games	44,000	-	-	-	-	44,000
2026/2027 Legion National Youth Cdn Track & Field Championships	-	100,000	-	-	-	100,000
Active Transportation Education & Marketing	35,000	40,000	45,000	50,000	75,000	245,000
City Orthophotos	66,900	161,500	69,600	93,400	72,400	463,800
City Plan Monitoring Strategy	202,500	23,100	33,100	23,100	43,100	324,900
Commercial Street Implementation	1,149,000	1,149,000	-	2,727,000	-	5,025,000
Community Planning Studies	150,000	150,000	150,000	150,000	150,000	750,000
Developer Cost Shares Unallocated	100,000	100,000	100,000	100,000	100,000	500,000
Ecological Accounting Process Partnership	30,000	-	-	-	-	30,000
Immigrant Welcome Reception	5,200	5,200	5,200	5,200	5,200	26,000
Parks/Facility Accessibility & Inclusivity Program	75,000	75,000	75,000	75,000	75,000	375,000
Public Art	75,000	75,000	75,000	75,000	75,000	375,000
Public Works Days	37,000	37,750	38,500	39,250	40,000	192,500
Road Asset Visual Computing System	-	-	-	-	-	-
Safety Initiatives	-	17,100	17,400	-	18,100	52,600
Urban Tree Canopy Assessment	52,700	-	-	-	-	52,700
Waste Composition Study	-	68,700	-	71,500	-	140,200
Wexford Creek Stream Re-Naturalization	101,500	-	-	-	-	101,500
<b>Grand Total</b>	<b>\$ 3,693,363</b>	<b>\$ 3,146,750</b>	<b>\$ 1,767,600</b>	<b>\$ 4,577,650</b>	<b>\$ 2,046,400</b>	<b>\$ 15,231,763</b>

## Equipment & Vehicle Program

	2025	2026	2027	2028	2029	Total
<b>Project Costs</b>						
<b>Renewal Projects and Programs</b>						
<b>Fleet</b>						
City Fleet	\$ 2,377,400	\$ 4,920,500	\$ 2,288,600	\$ 3,036,500	\$ 1,272,000	\$ 13,895,000
Fire Fleet	2,275,500	73,500	1,739,300	1,596,400	-	5,684,700
Ice Resurfacers	-	-	201,400	-	210,000	411,400
<b>Equipment</b>						
Automated Carts: Sanitation	-	-	-	2,846,800	2,903,800	5,750,600
Equipment and Furniture	729,350	573,050	607,350	635,300	757,450	3,302,500
EV Charging Stations	-	53,800	-	-	-	53,800
Fitness Equipment	56,500	17,600	33,900	35,500	52,500	196,000
Maintenance Equipment	203,050	303,550	236,100	359,000	361,200	1,462,900
Misc - Fire Equipment	158,000	142,400	257,300	202,700	290,900	1,051,300
Misc - Fleet Shop Equipment	14,700	115,500	6,400	24,300	18,100	179,000
Misc - Survey Equipment	10,000	10,000	10,000	10,000	10,000	50,000
Park Amenities	90,200	92,000	93,800	95,700	97,600	469,300
Parking Equipment	-	-	-	67,400	-	67,400
SNIC Equipment	225,100	332,600	130,200	-	70,100	758,000
VICC Kitchen Equipment	-	49,000	-	-	-	49,000
<b>Total Renewal</b>	<b>\$ 6,139,800</b>	<b>\$ 6,683,500</b>	<b>\$ 5,604,350</b>	<b>\$ 8,909,600</b>	<b>\$ 6,043,650</b>	<b>\$ 33,380,900</b>
<b>New/Upgrades</b>						
<b>Equipment</b>						
EV Charging Stations	\$ 32,800	\$ 26,200	\$ -	\$ -	\$ -	\$ 59,000
Equipment and Furniture	62,350	54,150	8,700	1,500	3,850	130,550
Maintenance Equipment	154,300	-	-	-	-	154,300
Misc - Equipment	-	-	-	-	462,100	462,100
Misc - Fire Equipment	64,600	52,000	26,500	-	-	143,100
Misc - Traffic Count Equipment	60,000	80,000	100,000	150,000	150,000	540,000
Public Space Receptacles	-	132,200	-	-	-	132,200
<b>Total New/Upgrades</b>	<b>\$ 374,050</b>	<b>\$ 344,550</b>	<b>\$ 135,200</b>	<b>\$ 151,500</b>	<b>\$ 615,950</b>	<b>\$ 1,621,250</b>
<b>Grand Total</b>	<b>\$ 6,513,850</b>	<b>\$ 7,028,050</b>	<b>\$ 5,739,550</b>	<b>\$ 9,061,100</b>	<b>\$ 6,659,600</b>	<b>\$ 35,002,150</b>

## Facilities Infrastructure & Amenities Program

	2025	2026	2027	2028	2029	Total
<b>Project Costs</b>						
<b>Renewal Projects and Programs</b>						
Condition Assessment/Pre-Design	\$ 300,000	\$ 319,800	\$ 346,200	\$ 300,000	\$ 321,700	\$ 1,587,700
<b>Bylaw Facilities</b>						
Animal Shelter	-	-	11,900	-	-	11,900
<b>Civic Properties</b>						
City Hall	294,700	17,300	70,000	394,600	-	776,600
Service and Resource Centre (SARC)	184,400	29,300	79,600	-	38,600	331,900
<b>Nanaimo Fire Rescue</b>						
Fire Station #2	88,000	42,900	-	-	-	130,900
Fire Station #3	-	6,900	-	-	8,000	14,900
Fire Station #4	-	-	27,000	14,100	8,000	49,100
Fire Station #7	-	-	11,000	98,700	-	109,700
Fire Training Centre	51,200	-	-	54,300	-	105,500
<b>Parks, Recreation and Culture Facilities</b>						
150 Commercial Street	-	-	10,300	124,000	-	134,300
25 Victoria Rd	143,000	584,300	-	-	43,000	770,300
Beban Complex	1,224,600	3,648,000	5,490,400	-	-	10,363,000
Beban House	-	41,000	-	-	-	41,000
Beban Pool	248,000	144,600	420,000	82,600	198,300	1,093,500
Beban Social Centre	148,100	7,800	51,700	20,500	10,000	238,100
Bowen Park Complex	22,300	-	40,100	380,600	273,000	716,000
Centennial Building	-	-	-	12,600	34,000	46,600
Cliff McNabb Arena	16,500	172,700	153,900	414,800	735,900	1,493,800
Curling Club	22,100	-	-	16,600	566,200	604,900
Frank Crane Arena	106,100	237,000	510,500	20,500	46,900	921,000
Kin Hut	-	-	-	100,100	7,200	107,300
Kin Pool	319,200	10,500	-	-	25,500	355,200
Nanaimo Aquatic Centre	5,845,880	591,400	772,100	151,200	237,700	7,598,280
Nanaimo Ice Centre	780,700	999,500	874,800	1,167,200	142,600	3,964,800
Oliver Woods Community Centre	8,200	53,200	73,700	390,200	165,300	690,600
Parks Yard	-	-	-	-	13,000	13,000
Port Theatre	120,500	471,700	771,200	683,300	280,500	2,327,200
The Bastion	-	46,500	17,400	-	-	63,900
<b>Police Services</b>						
Police Annex	86,200	89,500	-	12,200	159,600	347,500
Police Annex Two	21,800	-	-	-	40,000	61,800
Police Operations Building	257,000	7,300	217,500	402,000	161,500	1,045,300
<b>Subtotal</b>	<b>\$ 10,288,480</b>	<b>\$ 7,521,200</b>	<b>\$ 9,949,300</b>	<b>\$ 4,840,100</b>	<b>\$ 3,516,500</b>	<b>\$ 36,115,580</b>

## Facilities Infrastructure & Amenities Program

	2025	2026	2027	2028	2029	Total
<b>Project Costs</b>						
<b>Renewal Projects and Programs</b>						
<b>Public Works Yard</b>						
Public Works Yard	\$ 95,800	\$ 65,000	\$ 96,900	\$ 102,700	\$ 201,100	\$ 561,500
<b>Vancouver Island Conference Centre</b>						
VICC	17,600	139,700	143,500	365,900	225,900	892,600
<b>Water Facilities</b>						
Water Treatment Plant	20,000	10,000	20,000	10,000	20,000	80,000
<b>Subtotal</b>	<b>\$ 133,400</b>	<b>\$ 214,700</b>	<b>\$ 260,400</b>	<b>\$ 478,600</b>	<b>\$ 447,000</b>	<b>\$ 1,534,100</b>
<b>Total Renewal</b>	<b>\$ 10,421,880</b>	<b>\$ 7,735,900</b>	<b>\$ 10,209,700</b>	<b>\$ 5,318,700</b>	<b>\$ 3,963,500</b>	<b>\$ 37,649,680</b>
<b>New/Upgrades</b>						
<b>Civic Facilities</b>						
Cross Connection Program	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 40,000
<b>Nanaimo Fire Rescue</b>						
Fire Station #7	-	-	12,000	454,350	-	466,350
<b>Parks, Recreation and Culture Facilities</b>						
Beban Complex	293,400	-	-	-	-	293,400
Frank Crane Arena	-	-	-	-	357,500	357,500
Nanaimo Aquatic Centre	517,900	-	-	-	-	517,900
Port Theatre	-	-	-	24,000	-	24,000
<b>Water Facilities</b>						
Water Treatment Plant	109,100	-	-	38,100	-	147,200
<b>Total New/Upgrades</b>	<b>\$ 920,400</b>	<b>\$ 20,000</b>	<b>\$ 12,000</b>	<b>\$ 536,450</b>	<b>\$ 357,500</b>	<b>\$ 1,846,350</b>
<b>Grand Total</b>	<b>\$ 11,342,280</b>	<b>\$ 7,755,900</b>	<b>\$ 10,221,700</b>	<b>\$ 5,855,150</b>	<b>\$ 4,321,000</b>	<b>\$ 39,496,030</b>

## Information Technology Infrastructure Program

	2025	2026	2027	2028	2029	Total
<b>Project Costs</b>						
<b>Renewal Projects and Programs</b>						
Business Applications	\$ 6,800	\$ 84,400	\$ -	\$ -	\$ 577,700	\$ 668,900
Business Applications - ERP	721,200	-	-	-	-	721,200
Computing Infrastructure	927,400	1,304,400	233,300	697,000	547,900	3,710,000
Fibre Optic Network	-	-	-	36,100	57,500	93,600
Misc Projects	153,600	156,800	50,000	-	-	360,400
<b>Total Renewal</b>	<b>\$ 1,809,000</b>	<b>\$ 1,545,600</b>	<b>\$ 283,300</b>	<b>\$ 733,100</b>	<b>\$ 1,183,100</b>	<b>\$ 5,554,100</b>
<b>New/Upgrades</b>						
Business Applications	\$ 599,100	\$ 330,200	\$ 619,000	\$ 404,500	\$ 43,600	\$ 1,996,400
Business Applications - CAMS	192,300	238,600	-	-	-	430,900
Business Applications - ERP	-	332,400	-	-	-	332,400
Business Applications - GIS	45,000	45,000	45,000	45,000	45,000	225,000
Fibre Optic Network	259,800	-	232,100	-	-	491,900
<b>Total New/Upgrades</b>	<b>\$ 1,096,200</b>	<b>\$ 946,200</b>	<b>\$ 896,100</b>	<b>\$ 449,500</b>	<b>\$ 88,600</b>	<b>\$ 3,476,600</b>
<b>Plans/Studies</b>						
Studies	\$ -	\$ -	\$ 55,000	\$ 25,000	\$ -	\$ 80,000
<b>Total Plans/Studies</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 55,000</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ 80,000</b>
<b>Grand Total</b>	<b>\$ 2,905,200</b>	<b>\$ 2,491,800</b>	<b>\$ 1,234,400</b>	<b>\$ 1,207,600</b>	<b>\$ 1,271,700</b>	<b>\$ 9,110,700</b>

Excludes Desktop Computers/Laptops/Tablets (Included in Furniture and Equipment Replacement Plans)



## Parking Infrastructure Program

	2025	2026	2027	2028	2029	Total
<b>Project Costs</b>						
<b>Renewal Projects and Programs</b>						
Condition Assessments	\$ 10,500	\$ 16,300	\$ -	\$ 28,400	\$ -	\$ 55,200
Bastion St Parkade	-	686,900	131,800	281,600	1,649,000	2,749,300
Harbourfront Parkade	297,800	79,200	9,400	-	-	386,400
Port of Nanaimo Centre Parkade	97,800	45,600	54,600	789,300	22,700	1,010,000
<b>Total Renewal</b>	<b>\$ 406,100</b>	<b>\$ 828,000</b>	<b>\$ 195,800</b>	<b>\$ 1,099,300</b>	<b>\$ 1,671,700</b>	<b>\$ 4,200,900</b>
<b>New/Upgrades</b>						
Bastion St Parkade	\$ 27,700	\$ -	\$ -	\$ 128,300	\$ -	\$ 156,000
Harbourfront Parkade	25,000	-	-	-	-	25,000
Port of Nanaimo Centre Parkade	12,500	-	-	-	-	12,500
<b>Total New/Upgrades</b>	<b>\$ 65,200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 128,300</b>	<b>\$ -</b>	<b>\$ 193,500</b>
<b>Plans/Studies</b>						
Studies	\$ -	\$ 21,000	\$ -	\$ -	\$ -	\$ 21,000
<b>Total Plans/Studies</b>	<b>\$ -</b>	<b>\$ 21,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 21,000</b>
<b>Grand Total</b>	<b>\$ 471,300</b>	<b>\$ 849,000</b>	<b>\$ 195,800</b>	<b>\$ 1,227,600</b>	<b>\$ 1,671,700</b>	<b>\$ 4,415,400</b>

## Parks Infrastructure Program

	2025	2026	2027	2028	2029	Total
<b>Project Costs</b>						
<b>Renewal Projects and Programs</b>						
Beach Access	\$ 30,700	\$ 25,000	\$ -	\$ 25,000	\$ 25,000	\$ 105,700
Boat Ramps/Docks	-	278,000	-	-	-	278,000
Condition Assessment/Pre-Design	165,000	169,000	175,400	179,400	185,000	873,800
Misc Projects	34,700	35,400	36,100	495,800	989,900	1,591,900
Parks & Playgrounds	2,743,900	102,100	155,300	315,700	161,300	3,478,300
Recreational Dams	192,600	-	-	-	-	192,600
Sports Courts/Multi Use Courts	145,900	25,000	220,000	-	-	390,900
Sports Fields/Field Houses	33,500	857,900	504,700	454,200	10,700	1,861,000
Stadium District	595,200	-	366,100	1,148,800	-	2,110,100
Tennis Court Improvements	40,600	52,300	80,200	-	91,100	264,200
Trails	120,800	200,000	261,400	-	199,700	781,900
<b>Total Renewal</b>	<b>\$ 4,102,900</b>	<b>\$ 1,744,700</b>	<b>\$ 1,799,200</b>	<b>\$ 2,618,900</b>	<b>\$ 1,662,700</b>	<b>\$ 11,928,400</b>
<b>New/Upgrades</b>						
Beach Access	\$ -	\$ -	\$ 46,200	\$ -	\$ -	\$ 46,200
Bridges - Pedestrian	-	-	-	-	265,000	265,000
Misc Projects	-	-	32,900	-	-	32,900
Parks & Playgrounds	660,500	488,800	840,600	229,200	100,000	2,319,100
Recreational Dams	-	81,000	-	-	-	81,000
Sports Courts/Multi Use Courts	-	-	-	-	368,100	368,100
Sports Fields/Field Houses	276,600	282,800	-	1,670,500	-	2,229,900
Stadium District	423,300	262,600	2,795,400	-	-	3,481,300
Trails	46,100	-	335,300	-	2,726,300	3,107,700
<b>Total New/Upgrades</b>	<b>\$ 1,406,500</b>	<b>\$ 1,115,200</b>	<b>\$ 4,050,400</b>	<b>\$ 1,899,700</b>	<b>\$ 3,459,400</b>	<b>\$ 11,931,200</b>
<b>Plans/Studies</b>						
Plans	\$ 110,200	\$ -	\$ 80,300	\$ -	\$ -	\$ 190,500
<b>Total Plans/Studies</b>	<b>\$ 110,200</b>	<b>\$ -</b>	<b>\$ 80,300</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 190,500</b>
<b>Grand Total</b>	<b>\$ 5,619,600</b>	<b>\$ 2,859,900</b>	<b>\$ 5,929,900</b>	<b>\$ 4,518,600</b>	<b>\$ 5,122,100</b>	<b>\$ 24,050,100</b>

### Sanitary Sewer Infrastructure Program

	2025	2026	2027	2028	2029	Total
<b>Project Costs</b>						
<b>Renewal Projects and Programs</b>						
Condition Assessment Programs	\$ 485,000	\$ 510,000	\$ 485,000	\$ 510,000	\$ 485,000	\$ 2,475,000
Mains	3,229,800	4,634,900	5,307,000	2,726,530	3,732,600	19,630,830
Pump Stations	-	307,600	186,700	1,246,300	1,647,000	3,387,600
<b>Total Renewal</b>	<b>\$ 3,714,800</b>	<b>\$ 5,452,500</b>	<b>\$ 5,978,700</b>	<b>\$ 4,482,830</b>	<b>\$ 5,864,600</b>	<b>\$ 25,493,430</b>
<b>New/Upgrades</b>						
Mains	\$ 5,474,000	\$ 529,000	\$ 228,900	\$ 5,583,500	\$ 591,600	\$ 12,407,000
<b>Total New/Upgrades</b>	<b>\$ 5,474,000</b>	<b>\$ 529,000</b>	<b>\$ 228,900</b>	<b>\$ 5,583,500</b>	<b>\$ 591,600</b>	<b>\$ 12,407,000</b>
<b>Plans/Studies</b>						
Master Plans	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 1,125,000
Studies	150,000	150,000	150,000	150,000	150,000	750,000
<b>Total Plans/Studies</b>	<b>\$ 375,000</b>	<b>\$ 375,000</b>	<b>\$ 375,000</b>	<b>\$ 375,000</b>	<b>\$ 375,000</b>	<b>\$ 1,875,000</b>
<b>Grand Total</b>	<b>\$ 9,563,800</b>	<b>\$ 6,356,500</b>	<b>\$ 6,582,600</b>	<b>\$ 10,441,330</b>	<b>\$ 6,831,200</b>	<b>\$ 39,775,430</b>

### Storm Sewer Infrastructure Program

	2025	2026	2027	2028	2029	Total
<b>Project Costs</b>						
<b>Renewal Projects and Programs</b>						
Condition Assessment Programs	\$ 144,000	\$ 170,000	\$ 220,000	\$ 270,000	\$ 320,000	\$ 1,124,000
Mains	2,319,200	4,315,000	5,670,340	1,957,600	4,781,400	19,043,540
<b>Total Renewal</b>	<b>\$ 2,463,200</b>	<b>\$ 4,485,000</b>	<b>\$ 5,890,340</b>	<b>\$ 2,227,600</b>	<b>\$ 5,101,400</b>	<b>\$ 20,167,540</b>
<b>New/Upgrades</b>						
Detention Pond	\$ 107,000	\$ -	\$ 131,000	\$ -	\$ -	\$ 238,000
Mains	1,420,000	34,500	20,000	-	327,000	1,801,500
<b>Total New/Upgrades</b>	<b>\$ 1,527,000</b>	<b>\$ 34,500</b>	<b>\$ 151,000</b>	<b>\$ -</b>	<b>\$ 327,000</b>	<b>\$ 2,039,500</b>
<b>Plans/Studies</b>						
Master Plans	\$ 80,000	\$ 150,000	\$ -	\$ 175,000	\$ -	\$ 405,000
<b>Total Plans/Studies</b>	<b>\$ 80,000</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ 175,000</b>	<b>\$ -</b>	<b>\$ 405,000</b>
<b>Grand Total</b>	<b>\$ 4,070,200</b>	<b>\$ 4,669,500</b>	<b>\$ 6,041,340</b>	<b>\$ 2,402,600</b>	<b>\$ 5,428,400</b>	<b>\$ 22,612,040</b>

## Transportation Infrastructure Program

	2025	2026	2027	2028	2029	Total
<b>Project Costs</b>						
<b>Renewal Projects and Programs</b>						
Bridges	\$ 140,000	\$ 552,500	\$ 40,000	\$ 370,000	\$ 355,000	\$ 1,457,500
Design	-	-	410,000	750,000	1,330,000	2,490,000
Pedestrian Amenities	80,000	1,230,000	80,000	411,000	493,000	2,294,000
Railway Crossings	23,000	26,500	52,900	66,100	82,700	251,200
Road Rehabilitation	2,880,000	1,806,000	2,939,000	2,762,000	2,516,000	12,903,000
Sidewalk Maintenance	-	132,200	152,000	257,700	156,000	697,900
Street Lights	66,100	76,000	87,500	101,000	126,000	456,600
Transportation Improvements	2,460,000	5,614,600	2,442,000	1,840,000	11,625,000	23,981,600
<b>Total Renewal</b>	<b>\$ 5,649,100</b>	<b>\$ 9,437,800</b>	<b>\$ 6,203,400</b>	<b>\$ 6,557,800</b>	<b>\$ 16,683,700</b>	<b>\$ 44,531,800</b>
<b>New/Upgrades</b>						
Cycling Amenities	\$ 634,000	\$ 1,075,000	\$ -	\$ -	\$ 638,100	\$ 2,347,100
Pedestrian Amenities	1,430,900	345,000	918,300	1,020,000	801,800	4,516,000
Street Lights	184,000	-	-	89,900	-	273,900
Transit Amenities	271,000	275,000	100,000	150,000	200,000	996,000
Transportation Improvements	846,500	3,602,000	330,000	626,000	1,366,000	6,770,500
<b>Total New/Upgrades</b>	<b>\$ 3,366,400</b>	<b>\$ 5,297,000</b>	<b>\$ 1,348,300</b>	<b>\$ 1,885,900</b>	<b>\$ 3,005,900</b>	<b>\$ 14,903,500</b>
<b>Plans/Studies</b>						
Master Plans	\$ -	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ 150,000
Misc Projects	-	-	-	100,000	150,000	250,000
Plans	60,000	352,500	70,000	70,000	125,000	677,500
Pre-Design	80,000	-	-	-	-	80,000
Studies	90,000	-	-	331,000	-	421,000
Surveys	-	-	-	330,600	-	330,600
<b>Total Plans/Studies</b>	<b>\$ 230,000</b>	<b>\$ 427,500</b>	<b>\$ 145,000</b>	<b>\$ 831,600</b>	<b>\$ 275,000</b>	<b>\$ 1,909,100</b>
<b>Grand Total</b>	<b>\$ 9,245,500</b>	<b>\$ 15,162,300</b>	<b>\$ 7,696,700</b>	<b>\$ 9,275,300</b>	<b>\$ 19,964,600</b>	<b>\$ 61,344,400</b>

## Water Infrastructure Program

	2025	2026	2027	2028	2029	Total
<b>Project Costs</b>						
<b>Renewal Projects and Programs</b>						
Condition Assessment Programs	\$ 204,200	\$ 61,000	\$ 290,000	\$ 63,600	\$ 90,000	\$ 708,800
Distribution Mains	5,723,500	4,904,800	6,529,450	8,474,500	5,709,800	31,342,050
Fire Hydrant Replacement	160,200	75,000	75,000	75,000	75,000	460,200
Pump Station/PRV Program	694,400	1,444,000	860,000	178,900	97,400	3,274,700
Reservoirs	-	115,000	-	-	-	115,000
Supply Mains	150,000	219,000	150,000	150,000	150,000	819,000
Water Meter Replacement	350,000	350,000	350,000	50,000	50,000	1,150,000
<b>Total Renewal</b>	<b>\$ 7,282,300</b>	<b>\$ 7,168,800</b>	<b>\$ 8,254,450</b>	<b>\$ 8,992,000</b>	<b>\$ 6,172,200</b>	<b>\$ 37,869,750</b>
<b>New/Upgrades</b>						
Distribution Mains	\$ 2,257,400	\$ 3,980,000	\$ 2,836,200	\$ 1,543,400	\$ 392,000	\$ 11,009,000
Misc Projects	214,500	-	-	-	-	214,500
Pump Station/PRV Program	46,300	-	716,000	-	-	762,300
Reservoirs	-	3,915,000	1,574,000	2,539,000	2,539,000	10,567,000
Supply Mains	-	-	3,191,300	-	-	3,191,300
Water Supply Dams	-	-	-	-	5,526,000	5,526,000
<b>Total New/Upgrades</b>	<b>\$ 2,518,200</b>	<b>\$ 7,895,000</b>	<b>\$ 8,317,500</b>	<b>\$ 4,082,400</b>	<b>\$ 8,457,000</b>	<b>\$ 31,270,100</b>
<b>Plans/Studies</b>						
Planning	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Reviews	25,000	114,300	25,000	20,000	-	184,300
Studies	550,000	100,000	100,000	100,000	100,000	950,000
<b>Total Plans/Studies</b>	<b>\$ 625,000</b>	<b>\$ 214,300</b>	<b>\$ 125,000</b>	<b>\$ 120,000</b>	<b>\$ 100,000</b>	<b>\$ 1,184,300</b>
<b>Grand Total</b>	<b>\$ 10,425,500</b>	<b>\$ 15,278,100</b>	<b>\$ 16,696,950</b>	<b>\$ 13,194,400</b>	<b>\$ 14,729,200</b>	<b>\$ 70,324,150</b>



## APPENDIX A: RESERVES SUMMARY

The City's reserves are provided in the following framework:

- Financial Stability Reserves – reserves to mitigate specific risks or provide funding for future costs.
- Equipment Reserves – reserves that provide funding for equipment replacement.
- Infrastructure Reserves – these reserves are the primary funding source for infrastructure renewal.
- Parking Reserves – provide funding for renewal or upgrades to parking infrastructure/amenities or parking studies.
- Property Acquisition Reserves – reserves for the purchase and sale of land.
- Strategic Reserves – provide funding for strategic initiatives and investment identified by Council.
- Other Reserves – reserves that fulfill either a specific administrative function, comply with a bequest or are for short-term purposes.
- Development Cost Charges Reserves – specific reserves with contributions from developers to fund specific infrastructure projects required due to growth.

ALL RESERVES	2025	2026	2027	2028	2029
Financial Stability Reserves	\$ 24,451,315	\$ 24,379,571	\$ 24,397,321	\$ 24,399,925	\$ 24,409,433
Equipment Reserves	12,686,478	12,594,234	13,769,952	11,730,361	12,836,066
Infrastructure Reserves	64,870,415	65,061,865	71,920,231	83,257,054	94,418,200
Parking Reserves	1,091,890	744,003	923,709	1,105,135	1,215,275
Property Acquisition Reserves	4,393,320	4,552,189	4,734,739	4,897,040	5,061,775
Strategic Reserves	4,978,050	6,702,102	8,485,886	10,309,731	12,160,933
Other Reserves	473,021	482,482	492,131	499,513	507,006
Development Cost Charges (DCC) Reserves	57,617,902	58,328,757	60,151,697	64,072,263	68,629,582
<b>Total Reserves</b>	<b>\$ 170,562,391</b>	<b>\$ 172,845,203</b>	<b>\$ 184,875,666</b>	<b>\$ 200,271,022</b>	<b>\$ 219,238,270</b>

\*Reserve has minimum balance requirement

Financial Stability Reserves		2025	2026	2027	2028	2029
<b>General Fund</b>						
<b>General Financial Stability Reserve*</b>		\$ 17,021,062	\$ 16,381,062	\$ 16,381,062	\$ 16,381,062	\$ 16,381,062
Additions		-	-	-	-	-
Withdrawals		640,000	-	-	-	-
<b>Balance @ December 31</b>		<b>\$ 16,381,062</b>	<b>\$ 16,381,062</b>	<b>\$ 16,381,062</b>	<b>\$ 16,381,062</b>	<b>\$ 16,381,062</b>
<b>RCMP Contract Reserve*</b>		\$ 4,288,433	\$ 4,288,433	\$ 4,288,433	\$ 4,288,433	\$ 4,288,433
Additions		-	-	-	-	-
Withdrawals		-	-	-	-	-
<b>Balance @ December 31</b>		<b>\$ 4,288,433</b>	<b>\$ 4,288,433</b>	<b>\$ 4,288,433</b>	<b>\$ 4,288,433</b>	<b>\$ 4,288,433</b>
<b>Sanitation Levelling Reserve</b>		\$ 465,104	\$ 101,820	\$ 30,076	\$ 47,826	\$ 50,430
Additions		-	-	17,750	74,104	9,508
Withdrawals		363,284	71,744	-	71,500	-
<b>Balance @ December 31</b>		<b>\$ 101,820</b>	<b>\$ 30,076</b>	<b>\$ 47,826</b>	<b>\$ 50,430</b>	<b>\$ 59,938</b>
<b>Snow and Ice Control Reserve*</b>		\$ 1,330,000	\$ 1,330,000	\$ 1,330,000	\$ 1,330,000	\$ 1,330,000
Additions		-	-	-	-	-
Withdrawals		-	-	-	-	-
<b>Balance @ December 31</b>		<b>\$ 1,330,000</b>	<b>\$ 1,330,000</b>	<b>\$ 1,330,000</b>	<b>\$ 1,330,000</b>	<b>\$ 1,330,000</b>
<b>Total General Fund Financial Stability Reserves</b>		<b>\$ 22,101,315</b>	<b>\$ 22,029,571</b>	<b>\$ 22,047,321</b>	<b>\$ 22,049,925</b>	<b>\$ 22,059,433</b>
<b>Sanitary Sewer Fund</b>						
<b>Sewer Financial Stability Reserve*</b>		\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
Additions		-	-	-	-	-
Withdrawals		-	-	-	-	-
<b>Balance @ December 31</b>		<b>\$ 600,000</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>
<b>Total Sewer Fund Financial Stability Reserves</b>		<b>\$ 600,000</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>
<b>Water Fund</b>						
<b>Water Financial Stability Reserve*</b>		\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000
Additions		-	-	-	-	-
Withdrawals		-	-	-	-	-
<b>Balance @ December 31</b>		<b>\$ 1,750,000</b>	<b>\$ 1,750,000</b>	<b>\$ 1,750,000</b>	<b>\$ 1,750,000</b>	<b>\$ 1,750,000</b>
<b>Total Water Fund Financial Stability Reserves</b>		<b>\$ 1,750,000</b>	<b>\$ 1,750,000</b>	<b>\$ 1,750,000</b>	<b>\$ 1,750,000</b>	<b>\$ 1,750,000</b>
<b>Total Financial Stability Reserves</b>		<b>\$ 24,451,315</b>	<b>\$ 24,379,571</b>	<b>\$ 24,397,321</b>	<b>\$ 24,399,925</b>	<b>\$ 24,409,433</b>

Equipment Reserves		2025	2026	2027	2028	2029
<b>General Fund</b>						
<b>Cart Replacement Reserve*</b>	<b>Statutory</b>	\$ 2,666,131	\$ 4,277,404	\$ 5,903,758	\$ 7,562,639	\$ 6,344,919
Additions		1,611,273	1,626,354	1,658,881	1,629,080	1,610,387
Withdrawals		-	-	-	2,846,800	2,903,800
<b>Balance @ December 31</b>		<b>\$ 4,277,404</b>	<b>\$ 5,903,758</b>	<b>\$ 7,562,639</b>	<b>\$ 6,344,919</b>	<b>\$ 5,051,506</b>
<b>Copier Replacement Reserve*</b>	<b>Statutory</b>	\$ 360,113	\$ 277,849	\$ 235,300	\$ 258,651	\$ 287,154
Additions		25,936	29,451	30,851	30,103	29,960
Withdrawals		108,200	72,000	7,500	1,600	81,700
<b>Balance @ December 31</b>		<b>\$ 277,849</b>	<b>\$ 235,300</b>	<b>\$ 258,651</b>	<b>\$ 287,154</b>	<b>\$ 235,414</b>
<b>Information Technology Reserve *</b>	<b>Statutory</b>	\$ 1,776,332	\$ 812,407	\$ 706,796	\$ 768,785	\$ 914,433
Additions		882,775	882,939	899,589	915,248	935,587
Withdrawals		1,846,700	988,550	837,600	769,600	732,050
<b>Balance @ December 31</b>		<b>\$ 812,407</b>	<b>\$ 706,796</b>	<b>\$ 768,785</b>	<b>\$ 914,433</b>	<b>\$ 1,117,970</b>
<b>Equipment Depreciation Reserve</b>	<b>Statutory</b>	\$ 8,152,180	\$ 7,318,818	\$ 5,748,380	\$ 5,179,877	\$ 4,183,855
Additions		3,841,738	3,598,562	3,701,197	3,728,778	3,792,921
Withdrawals		4,675,100	5,169,000	4,269,700	4,724,800	1,545,600
<b>Balance @ December 31</b>		<b>\$ 7,318,818</b>	<b>\$ 5,748,380</b>	<b>\$ 5,179,877</b>	<b>\$ 4,183,855</b>	<b>\$ 6,431,176</b>
<b>Total Equipment Reserves</b>		<b>\$ 12,686,478</b>	<b>\$ 12,594,234</b>	<b>\$ 13,769,952</b>	<b>\$ 11,730,361</b>	<b>\$ 12,836,066</b>

Infrastructure Reserves	2025	2026	2027	2028	2029
<b>General Fund</b>					
<b>Brechin Boat Ramp Reserve</b>	\$ 60,042	\$ 60,042	\$ 60,042	\$ 60,042	\$ 60,042
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
<b>Balance @ December 31</b>	<b>\$ 60,042</b>	<b>\$ 60,042</b>	<b>\$ 60,042</b>	<b>\$ 60,042</b>	<b>\$ 60,042</b>
<b>Cemetery Care Reserve</b> Statutory	\$ 662,508	\$ 674,508	\$ 686,508	\$ 698,508	\$ 710,508
Additions	12,000	12,000	12,000	12,000	12,000
Withdrawals	-	-	-	-	-
<b>Balance @ December 31</b>	<b>\$ 674,508</b>	<b>\$ 686,508</b>	<b>\$ 698,508</b>	<b>\$ 710,508</b>	<b>\$ 722,508</b>
<b>Community Works Reserve</b> Statutory	\$ 4,662,106	\$ 6,873,582	\$ 3,335,219	\$ 8,244,855	\$ 11,516,443
Additions	4,752,976	4,711,637	4,909,636	4,942,088	5,003,691
Withdrawals	2,541,500	8,250,000	-	1,670,500	-
<b>Balance @ December 31</b>	<b>\$ 6,873,582</b>	<b>\$ 3,335,219</b>	<b>\$ 8,244,855</b>	<b>\$ 11,516,443</b>	<b>\$ 16,520,134</b>
<b>Facility Development Reserve*</b> Statutory	\$ 4,029,180	\$ 2,341,245	\$ 1,892,140	\$ 2,099,944	\$ 2,333,388
Additions	1,397,539	1,384,445	1,408,304	1,428,544	1,456,684
Withdrawals	3,085,474	1,833,550	1,200,500	1,195,100	1,576,934
<b>Balance @ December 31</b>	<b>\$ 2,341,245</b>	<b>\$ 1,892,140</b>	<b>\$ 2,099,944</b>	<b>\$ 2,333,388</b>	<b>\$ 2,213,138</b>
<b>General Capital</b>	\$ 4,985,591	\$ 4,985,591	\$ 4,985,591	\$ 4,985,591	\$ 4,985,591
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
<b>Balance @ December 31</b>	<b>\$ 4,985,591</b>	<b>\$ 4,985,591</b>	<b>\$ 4,985,591</b>	<b>\$ 4,985,591</b>	<b>\$ 4,985,591</b>
<b>General Asset Mgmt. Reserve*</b> Statutory	\$ 13,878,302	\$ 15,804,250	\$ 18,063,224	\$ 15,528,641	\$ 21,228,319
Additions	14,480,010	16,064,381	17,755,568	19,444,090	19,503,903
Withdrawals	12,554,062	13,805,407	20,290,151	13,744,412	17,168,671
<b>Balance @ December 31</b>	<b>\$ 15,804,250</b>	<b>\$ 18,063,224</b>	<b>\$ 15,528,641</b>	<b>\$ 21,228,319</b>	<b>\$ 23,563,551</b>
<b>Growing Communities Reserve</b> Statutory	\$ 3,250,496	\$ 800,508	\$ 816,518	\$ 832,848	\$ 845,341
Additions	50,012	16,010	16,330	12,493	12,680
Withdrawals	2,500,000	-	-	-	-
<b>Balance @ December 31</b>	<b>\$ 800,508</b>	<b>\$ 816,518</b>	<b>\$ 832,848</b>	<b>\$ 845,341</b>	<b>\$ 858,021</b>
<b>NDSS Community Field Reserve</b> Statutory	\$ 250,508	\$ 294,486	\$ 338,374	\$ 383,519	\$ 24,938
Additions	43,978	43,888	45,145	41,419	39,427
Withdrawals	-	-	-	400,000	-
<b>Balance @ December 31</b>	<b>\$ 294,486</b>	<b>\$ 338,374</b>	<b>\$ 383,519</b>	<b>\$ 24,938</b>	<b>\$ 64,365</b>
<b>Harewood Centennial Turf Fields Reserve</b> Statutory	\$ 50,500	\$ 103,754	\$ 159,092	\$ 216,975	\$ 276,269
Additions	53,254	55,338	57,883	59,294	61,696
Withdrawals	-	-	-	-	-
<b>Balance @ December 31</b>	<b>\$ 103,754</b>	<b>\$ 159,092</b>	<b>\$ 216,975</b>	<b>\$ 276,269</b>	<b>\$ 337,965</b>
<b>Piper Park Reserve</b>	\$ 131,543	\$ 131,543	\$ 131,543	\$ 131,543	\$ 131,543
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
<b>Balance @ December 31</b>	<b>\$ 131,543</b>	<b>\$ 131,543</b>	<b>\$ 131,543</b>	<b>\$ 131,543</b>	<b>\$ 131,543</b>
<b>VICC Reserve</b>	\$ 435,054	\$ 378,854	\$ 267,554	\$ 253,754	\$ 13,354
Additions	-	-	-	-	-
Withdrawals	56,200	111,300	13,800	240,400	-
<b>Balance @ December 31</b>	<b>\$ 378,854</b>	<b>\$ 267,554</b>	<b>\$ 253,754</b>	<b>\$ 13,354</b>	<b>\$ 13,354</b>
<b>Total General Fund Infrastructure Reserves</b>	<b>\$ 32,448,363</b>	<b>\$ 30,735,805</b>	<b>\$ 33,436,220</b>	<b>\$ 42,125,736</b>	<b>\$ 49,470,212</b>
<b>Sanitary Sewer Fund</b>					
<b>Sewer Operating Reserve</b>	\$ 11,800,191	\$ 12,185,257	\$ 12,377,211	\$ 13,504,685	\$ 14,538,737
Additions	2,222,516	2,396,804	2,536,324	2,681,402	2,823,301
Withdrawals	1,837,450	2,204,850	1,408,850	1,647,350	1,366,450
<b>Balance @ December 31</b>	<b>\$ 12,185,257</b>	<b>\$ 12,377,211</b>	<b>\$ 13,504,685</b>	<b>\$ 14,538,737</b>	<b>\$ 15,995,588</b>
<b>Sewer Asset Mgmt. Reserve*</b> Statutory	\$ 7,255,615	\$ 8,222,803	\$ 8,058,238	\$ 7,024,508	\$ 5,111,822
Additions	3,645,578	3,820,825	4,024,359	4,189,384	4,403,501
Withdrawals	2,678,390	3,985,390	5,058,089	6,102,070	5,023,996
<b>Balance @ December 31</b>	<b>\$ 8,222,803</b>	<b>\$ 8,058,238</b>	<b>\$ 7,024,508</b>	<b>\$ 5,111,822</b>	<b>\$ 4,491,327</b>
<b>Total Sewer Fund Infrastructure Reserves</b>	<b>\$ 20,408,060</b>	<b>\$ 20,435,449</b>	<b>\$ 20,529,193</b>	<b>\$ 19,650,559</b>	<b>\$ 20,486,915</b>
<b>Water Fund</b>					
<b>Water Reserve</b>	\$ 6,210,905	\$ 7,441,382	\$ 8,197,985	\$ 10,217,279	\$ 12,703,086
Additions	8,434,977	8,981,203	9,300,244	9,661,907	10,003,124
Withdrawals	7,204,500	8,224,600	7,280,950	7,176,100	10,608,300
<b>Balance @ December 31</b>	<b>\$ 7,441,382</b>	<b>\$ 8,197,985</b>	<b>\$ 10,217,279</b>	<b>\$ 12,703,086</b>	<b>\$ 12,097,910</b>
<b>Water Asset Mgmt. Reserve*</b> Statutory	\$ 1,662,276	\$ 4,572,610	\$ 5,692,626	\$ 7,737,539	\$ 8,777,673
Additions	5,208,178	5,789,416	6,405,158	6,699,018	7,046,460
Withdrawals	2,297,844	4,669,400	4,360,245	5,658,884	3,460,970
<b>Balance @ December 31</b>	<b>\$ 4,572,610</b>	<b>\$ 5,692,626</b>	<b>\$ 7,737,539</b>	<b>\$ 8,777,673</b>	<b>\$ 12,363,163</b>
<b>Total Water Fund Infrastructure Reserves</b>	<b>\$ 12,013,992</b>	<b>\$ 13,890,611</b>	<b>\$ 17,954,818</b>	<b>\$ 21,480,759</b>	<b>\$ 24,461,073</b>
<b>Total Infrastructure Reserves</b>	<b>\$ 64,870,415</b>	<b>\$ 65,061,865</b>	<b>\$ 71,920,231</b>	<b>\$ 83,257,054</b>	<b>\$ 94,418,200</b>

Parking Reserves		2025	2026	2027	2028	2029
<b>General Fund</b>						
<b>Fitzwilliam St Parking Reserve</b>		\$ 142,868	\$ 142,868	\$ 142,868	\$ 142,868	\$ 142,868
Additions		-	-	-	-	-
Withdrawals		-	-	-	-	-
<b>Balance @ December 31</b>		<b>\$ 142,868</b>	<b>\$ 142,868</b>	<b>\$ 142,868</b>	<b>\$ 142,868</b>	<b>\$ 142,868</b>
<b>General Parking Reserve</b>	<b>Statutory</b>	\$ 948,801	\$ 820,240	\$ 469,777	\$ 646,856	\$ 826,272
Additions		244,939	312,237	292,279	275,216	258,100
Withdrawals		373,500	662,700	115,200	95,800	150,000
<b>Balance @ December 31</b>		<b>\$ 820,240</b>	<b>\$ 469,777</b>	<b>\$ 646,856</b>	<b>\$ 826,272</b>	<b>\$ 934,372</b>
<b>Old City Neighbourhood Reserve</b>	<b>Statutory</b>	\$ 105,309	\$ 107,942	\$ 110,101	\$ 112,303	\$ 113,988
Additions		2,633	2,159	2,202	1,685	1,710
Withdrawals		-	-	-	-	-
<b>Balance @ December 31</b>		<b>\$ 107,942</b>	<b>\$ 110,101</b>	<b>\$ 112,303</b>	<b>\$ 113,988</b>	<b>\$ 115,698</b>
<b>Off Street Parking Reserve</b>	<b>Statutory</b>	\$ 20,332	\$ 20,840	\$ 21,257	\$ 21,682	\$ 22,007
Additions		508	417	425	325	330
Withdrawals		-	-	-	-	-
<b>Balance @ December 31</b>		<b>\$ 20,840</b>	<b>\$ 21,257</b>	<b>\$ 21,682</b>	<b>\$ 22,007</b>	<b>\$ 22,337</b>
<b>Total Parking Reserves</b>		<b>\$ 1,091,890</b>	<b>\$ 744,003</b>	<b>\$ 923,709</b>	<b>\$ 1,105,135</b>	<b>\$ 1,215,275</b>

Property Acquisition Reserves		2025	2026	2027	2028	2029
<b>General Fund</b>						
<b>Parkland Dedication Reserve</b>	<b>Statutory</b>	\$ 382,922	\$ 463,674	\$ 543,950	\$ 646,335	\$ 747,310
Additions		80,752	80,276	102,385	100,975	102,489
Withdrawals		-	-	-	-	-
<b>Balance @ December 31</b>		<b>\$ 463,674</b>	<b>\$ 543,950</b>	<b>\$ 646,335</b>	<b>\$ 747,310</b>	<b>\$ 849,799</b>
<b>Property Acquisition Reserve</b>	<b>Statutory</b>	\$ 1,396,411	\$ 1,431,321	\$ 1,459,947	\$ 1,489,146	\$ 1,511,483
Additions		34,910	28,626	29,199	22,337	22,672
Withdrawals		-	-	-	-	-
<b>Balance @ December 31</b>		<b>\$ 1,431,321</b>	<b>\$ 1,459,947</b>	<b>\$ 1,489,146</b>	<b>\$ 1,511,483</b>	<b>\$ 1,534,155</b>
<b>Property Sales Reserve</b>	<b>Statutory</b>	\$ 2,437,390	\$ 2,498,325	\$ 2,548,292	\$ 2,599,258	\$ 2,638,247
Additions		60,935	49,967	50,966	38,989	39,574
Withdrawals		-	-	-	-	-
<b>Balance @ December 31</b>		<b>\$ 2,498,325</b>	<b>\$ 2,548,292</b>	<b>\$ 2,599,258</b>	<b>\$ 2,638,247</b>	<b>\$ 2,677,821</b>
<b>Total Property Acquisition Reserves</b>		<b>\$ 4,393,320</b>	<b>\$ 4,552,189</b>	<b>\$ 4,734,739</b>	<b>\$ 4,897,040</b>	<b>\$ 5,061,775</b>

Strategic Reserves		2025	2026	2027	2028	2029
<b>General Fund</b>						
<b>Housing Legacy Reserve</b>	<b>Statutory</b>	\$ 1,019,767	\$ 1,045,261	\$ 1,066,166	\$ 1,087,489	\$ 1,103,801
Additions		25,494	20,905	21,323	16,312	16,557
Withdrawals		-	-	-	-	-
<b>Balance @ December 31</b>		<b>\$ 1,045,261</b>	<b>\$ 1,066,166</b>	<b>\$ 1,087,489</b>	<b>\$ 1,103,801</b>	<b>\$ 1,120,358</b>
<b>Climate Action Reserve</b>	<b>Statutory</b>	\$ 868,925	\$ 166,103	\$ 180,030	\$ 118,486	\$ 105,655
Additions		177,778	168,427	167,956	166,669	166,476
Withdrawals		880,600	154,500	229,500	179,500	179,500
<b>Balance @ December 31</b>		<b>\$ 166,103</b>	<b>\$ 180,030</b>	<b>\$ 118,486</b>	<b>\$ 105,655</b>	<b>\$ 92,631</b>
<b>Online Accommodation Platform Reserve</b>	<b>Statutory</b>	\$ 84,268	\$ 385,062	\$ 690,713	\$ 1,002,477	\$ 1,314,727
Additions		300,794	305,651	311,764	312,250	316,933
Withdrawals		-	-	-	-	-
<b>Balance @ December 31</b>		<b>\$ 385,062</b>	<b>\$ 690,713</b>	<b>\$ 1,002,477</b>	<b>\$ 1,314,727</b>	<b>\$ 1,631,660</b>
<b>Special Initiatives Reserve</b>		\$ 249,622	\$ 105,622	\$ 105,622	\$ 105,622	\$ 105,622
Additions		-	-	-	-	-
Withdrawals		144,000	-	-	-	-
<b>Balance @ December 31</b>		<b>\$ 105,622</b>	<b>\$ 105,622</b>	<b>\$ 105,622</b>	<b>\$ 105,622</b>	<b>\$ 105,622</b>
<b>Strategic Infrastructure Reserve*</b>	<b>Statutory</b>	\$ 1,837,826	\$ 3,275,959	\$ 4,659,528	\$ 6,171,769	\$ 7,679,883
Additions		2,368,133	2,383,569	2,412,241	2,408,114	2,430,736
Withdrawals		930,000	1,000,000	900,000	900,000	900,000
<b>Balance @ December 31</b>		<b>\$ 3,275,959</b>	<b>\$ 4,659,528</b>	<b>\$ 6,171,769</b>	<b>\$ 7,679,883</b>	<b>\$ 9,210,619</b>
<b>Strategic Partnerships Reserve</b>		\$ 43	\$ 43	\$ 43	\$ 43	\$ 43
Additions		-	-	-	-	-
Withdrawals		-	-	-	-	-
<b>Balance @ December 31</b>		<b>\$ 43</b>	<b>\$ 43</b>	<b>\$ 43</b>	<b>\$ 43</b>	<b>\$ 43</b>
<b>Total Strategic Reserves</b>		<b>\$ 4,978,050</b>	<b>\$ 6,702,102</b>	<b>\$ 8,485,886</b>	<b>\$ 10,309,731</b>	<b>\$ 12,160,933</b>



Other Reserves		2025	2026	2027	2028	2029
<b>General Fund</b>						
<b>Casino Reserve</b>		\$ 3,544	\$ -	\$ -	\$ -	\$ -
Additions		-	-	-	-	-
Withdrawals		3,544	-	-	-	-
<b>Balance @ December 31</b>		\$ -	\$ -	\$ -	\$ -	\$ -
<b>911 Reserve</b>	<b>Statutory</b>	\$ 65,349	\$ 6,233	\$ 6,358	\$ 6,485	\$ 6,582
Additions		884	125	127	97	99
Withdrawals		60,000	-	-	-	-
<b>Balance @ December 31</b>		\$ 6,233	\$ 6,358	\$ 6,485	\$ 6,582	\$ 6,681
<b>Knowles Estate Reserve*</b>	<b>Statutory</b>	\$ 455,403	\$ 466,788	\$ 476,124	\$ 485,646	\$ 492,931
Additions		11,385	9,336	9,522	7,285	7,394
Withdrawals		-	-	-	-	-
<b>Balance @ December 31</b>		\$ 466,788	\$ 476,124	\$ 485,646	\$ 492,931	\$ 500,325
<b>Total Other Reserves</b>		\$ 473,021	\$ 482,482	\$ 492,131	\$ 499,513	\$ 507,006

Development Cost Charges Reserves		2025	2026	2027	2028	2029
<b>General Fund</b>						
<b>DCC - City Wide Roads</b>	<b>Statutory</b>	\$ 14,384,230	\$ 15,418,053	\$ 14,931,815	\$ 17,641,959	\$ 20,498,514
Additions		2,414,743	2,483,762	2,915,144	2,876,555	2,914,671
Withdrawals		1,380,920	2,970,000	205,000	20,000	651,000
<b>Balance @ December 31</b>		\$ 15,418,053	\$ 14,931,815	\$ 17,641,959	\$ 20,498,514	\$ 22,762,185
<b>DCC - City Wide Drainage</b>	<b>Statutory</b>	\$ 8,773,992	\$ 6,487,940	\$ 7,174,239	\$ 7,885,438	\$ 8,536,020
Opening Balance		5,291,452	7,058,621	6,608,562	6,158,503	5,708,444
Revised Opening Balance		14,065,444	13,546,561	13,782,801	14,043,941	14,244,464
Additions		344,967	279,740	286,030	251,273	252,344
Internal Borrowing		-	-	-	-	-
To Sewer DCC Reserve		2,163,150	-	-	-	-
Repayment from Sewer Reserve		395,981	450,059	450,059	450,059	450,059
Withdrawals		863,850	43,500	24,890	50,750	-
Closing Balance		6,487,940	7,174,239	7,885,438	8,536,020	9,238,423
Loan Receivable from Sewer		7,058,621	6,608,562	6,158,503	5,708,444	5,258,385
<b>Balance @ December 31</b>		\$ 13,546,561	\$ 13,782,801	\$ 14,043,941	\$ 14,244,464	\$ 14,496,808
<b>DCC - City Wide Parks</b>	<b>Statutory</b>	\$ 709,165	\$ 1,084,550	\$ 1,467,049	\$ 1,867,609	\$ 2,384,159
Additions		404,960	433,599	517,915	516,550	518,043
Withdrawals		29,575	51,100	117,355	-	834,050
<b>Balance @ December 31</b>		\$ 1,084,550	\$ 1,467,049	\$ 1,867,609	\$ 2,384,159	\$ 2,068,152
<b>Total General Fund Development Cost Charges Reserves</b>		\$ 30,049,164	\$ 30,181,665	\$ 33,553,509	\$ 37,127,137	\$ 39,327,145
<b>Sanitary Sewer Fund</b>						
<b>DCC - City Wide Sewer</b>	<b>Statutory</b>	\$ 3,169,738	\$ 1,957,191	\$ 2,345,377	\$ 2,901,142	\$ 914,113
Additions		691,463	712,646	847,626	824,081	810,639
Withdrawals		1,904,010	324,460	291,861	2,811,110	629,354
<b>Balance @ December 31</b>		\$ 1,957,191	\$ 2,345,377	\$ 2,901,142	\$ 914,113	\$ 1,095,398
<b>Total Sanitary Sewer Fund Development Cost Charges</b>		\$ 1,957,191	\$ 2,345,377	\$ 2,901,142	\$ 914,113	\$ 1,095,398
<b>Water Fund</b>						
<b>DCC - City Wide Water</b>	<b>Statutory</b>	\$ 5,171,382	\$ 4,166,730	\$ 1,800,216	\$ 298,486	\$ 400,494
Additions		223,104	174,086	157,350	141,774	141,868
Withdrawals		1,227,756	2,540,600	1,659,080	39,766	231,280
<b>Balance @ December 31</b>		\$ 4,166,730	\$ 1,800,216	\$ 298,486	\$ 400,494	\$ 311,082
<b>DCC - Water Supply</b>	<b>Statutory</b>	\$ 18,970,811	\$ 21,444,817	\$ 24,001,499	\$ 23,398,560	\$ 25,630,519
Additions		2,474,006	2,556,682	2,971,036	2,866,709	2,900,188
Withdrawals		-	-	3,573,975	634,750	634,750
<b>Balance @ December 31</b>		\$ 21,444,817	\$ 24,001,499	\$ 23,398,560	\$ 25,630,519	\$ 27,895,957
<b>Total Water Fund Development Cost Charges Reserves</b>		\$ 25,611,547	\$ 25,801,715	\$ 23,697,046	\$ 26,031,013	\$ 28,207,039
<b>Total Development Cost Charges Reserves</b>		\$ 57,617,902	\$ 58,328,757	\$ 60,151,697	\$ 64,072,263	\$ 68,629,582

